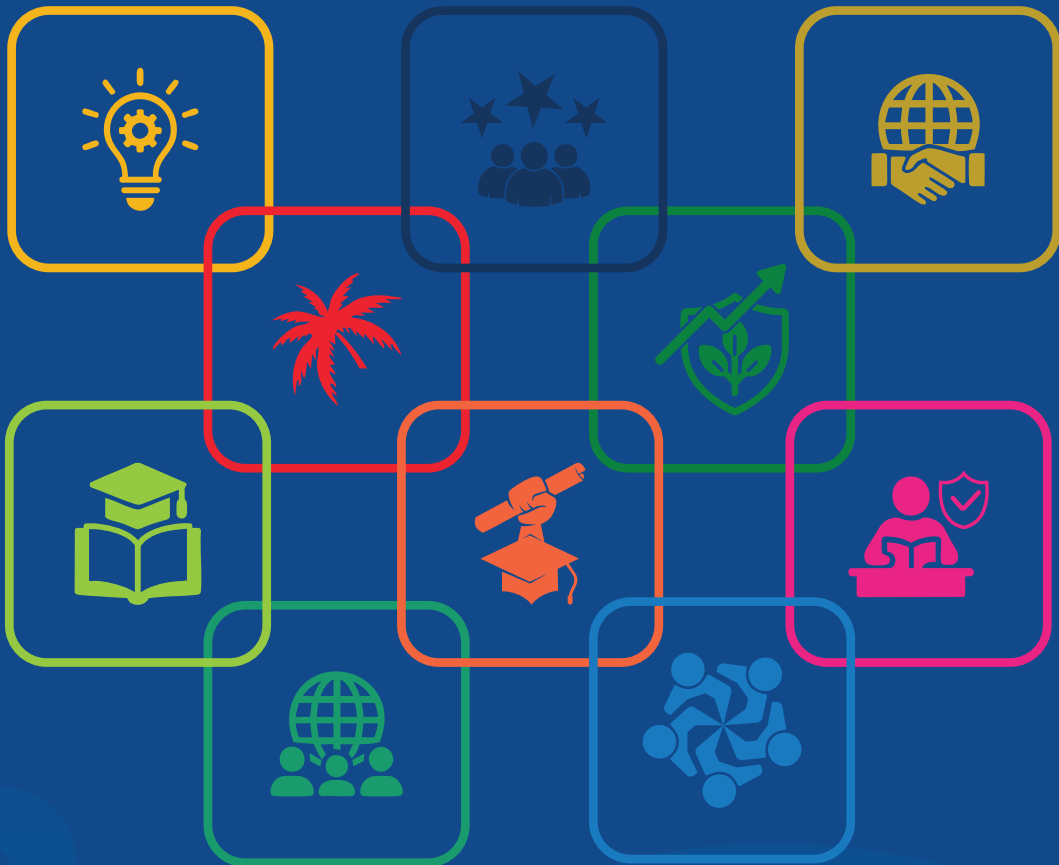




MNU

STRATEGIC PLAN 2026-2030

Priorities for Excellence



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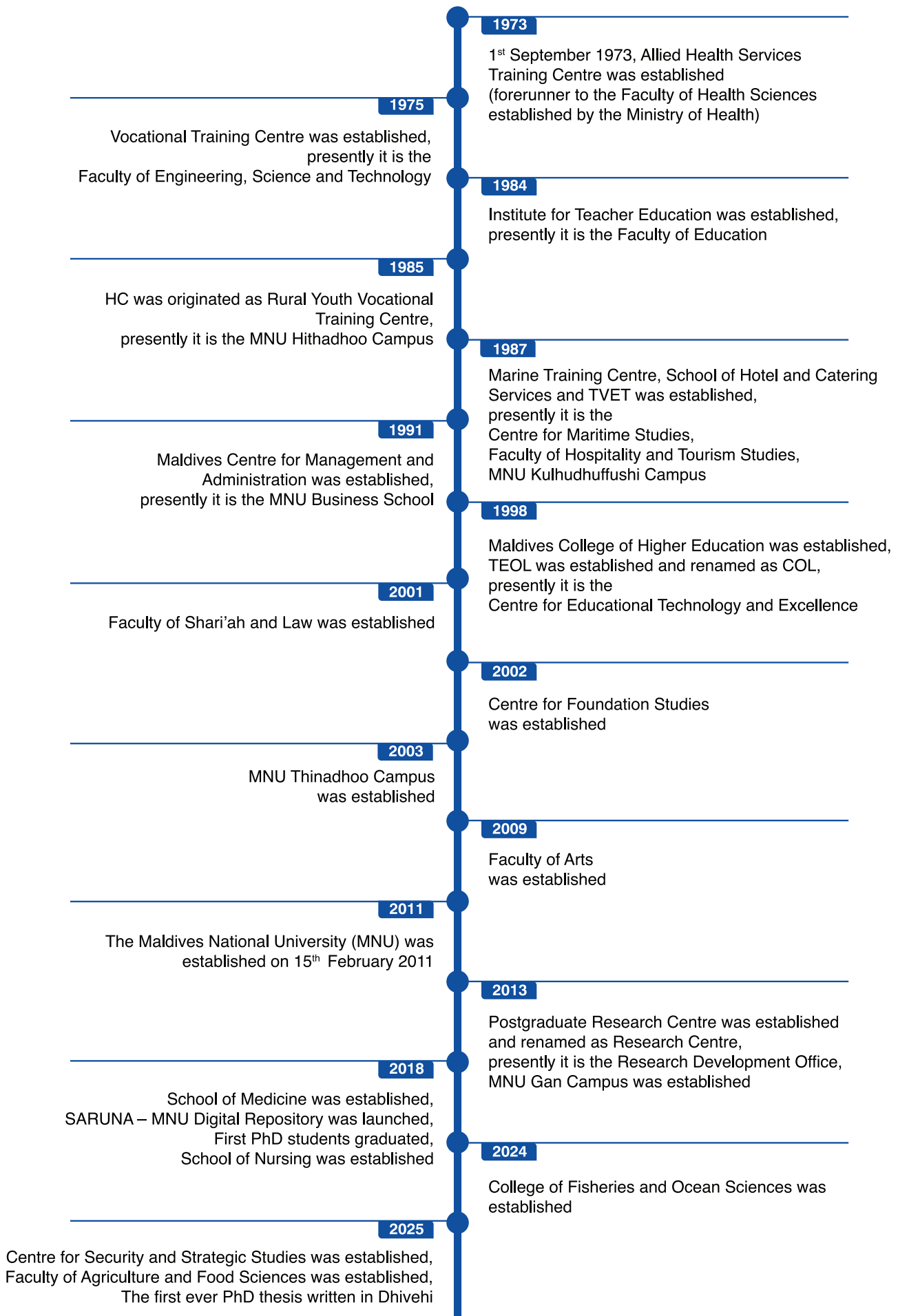
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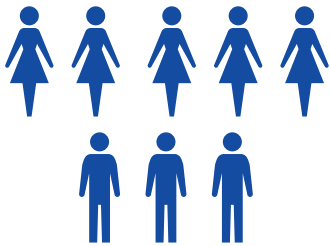
Implementation Framework, Components and
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MNU at a Glance



Already served
more than

80,000
people



6839+ **Students**

700+ **Staff**

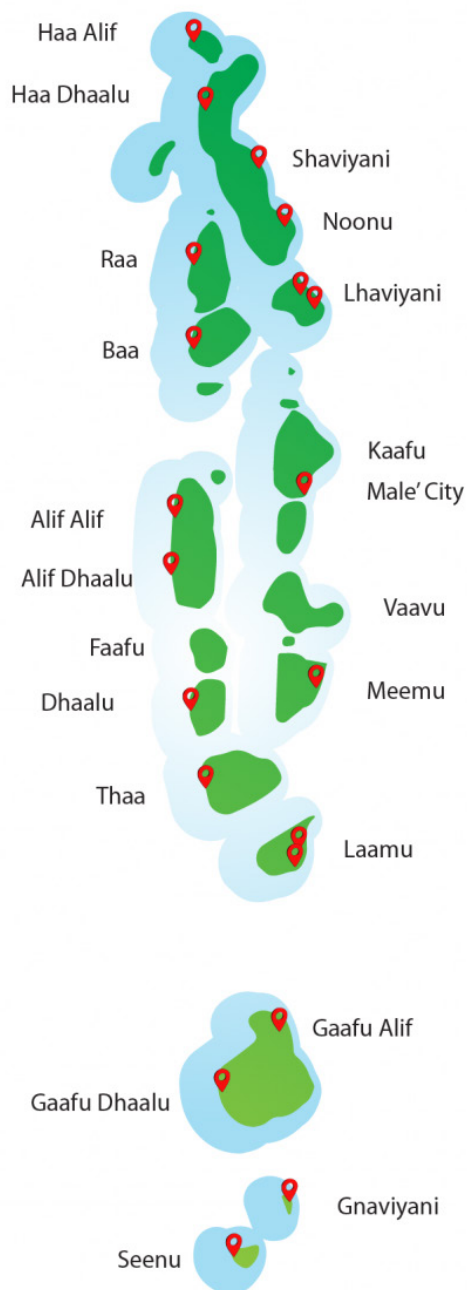
260+ **Courses**

14 **College/Faculties/Centres/Schools**

04 **Atoll Campuses**

15+ **Outreach Centres**





Expanding Higher Education Through National Partnerships

MNU is working closely with government agencies, local councils, state-owned enterprises, and community partners to expand its reach across almost every atoll. Through these strategic partnerships, new campuses, outreach centres, and specialised facilities are being established or upgraded as part of a coordinated national initiative.

This collaborative model reflects the spirit of SDG 17, demonstrating how strategic partnerships can mobilise resources, strengthen institutions, and ensure equitable access to higher education for communities across the Maldives.



Vision and Mission



The Vision

The Maldives National University will perform and be acknowledged as the outstanding academic institution of the nation and one of the finest in the region.

A vision statement describes the goal of the institution. It embodies what the institution aims to achieve, usually as the desired outcome in the long term. In envisioning the future of MNU, our purpose is to inspire and motivate our staff, to instill confidence, and celebrate our mission by articulating a shared vision of the future.

As the vision statement MNU has adopted the vision of its precursor institution, that of the Maldives College of Higher Education. This is because that vision still embodies what MNU aspires to be.

This vision, articulated operationally from the point of view of the internal and external community of MNU, has both local and regional dimensions. In envisioning the future of MNU, it is our ardent desire that its performance in every aspect of its operation would be in keeping with that special position. Both nationally and regionally, MNU will achieve distinction for the quality of our teaching and learning, for the outstanding quality of the student experience and for the valuable contribution which our research and innovation make to nation-building.





The Mission

The mission of The Maldives National University is to create, discover, preserve and disseminate knowledge that are necessary to enhance the lives and livelihoods of people and essential for the cultural, social and economic development of the society so that this nation shall remain free and Islamic forever.

The mission of the University defines the overall purpose of our institution – why it exists. The fundamental purpose of the MNU is enshrined in Dhivehi in The Maldives National University Act. The unofficial translation of the mission of The Maldives National University is as above.

The first and foremost objective of MNU is specified to be the discovery and dissemination of knowledge and skills. Thus, learning, teaching and research are the principal objectives of MNU. Other specific objectives as outlined in the Act are as follows:

1. Offer courses of higher education and training to those who have completed secondary education or equivalent in areas relevant to the development of the nation.
2. Carry out research and investigation and disseminate the results of these endeavours for the benefit of the national and international communities.
3. Award baccalaureate, masterate and doctorate degrees and other certificates in relation to the education and training provided by the University.
4. Establish relationships of cooperation with institutions both inside and outside of the country.
5. Develop existing University resources and acquire new ones in the pursuit of the achievement of the University mission.
6. Utilize the resources of the University among the divisions in the most beneficial manner.
7. Promote and promulgate Islamic Dhivehi traditions and values.
8. Conduct complementary and supportive activities required for the performance of the preceding functions.





Philosophy

Everything MNU does is guided by the philosophy of the University *iman* and *ilm*.



All activities of the University are based on our worldview or *philosophy* of knowledge, reality, and existence: *iman* and *ilm*. They are fundamental belief guides that underpin everything MNU does throughout its life in all circumstances, irrespective of changes in its goals, strategies and actions; and the essence of our institution, understood and respected by all employees.

First, we believe that education is incomplete until it is infused with the wisdom born of faith—*iman*. We seek to increase every student's spiritual awareness and personal commitment to Islam. We are committed to the

application of ethical principles in all our dealings with all people. The University intends for all of its students to develop an intimate knowledge of ethics across its academic curriculum so that they will possess the necessary tools to transform the world and address forthrightly the moral questions confronting today's society.

Second, *ilm* is not confined to the acquisition of knowledge only and also embraces socio-political and moral aspects. Islam invites its followers to exercise their intellect and use and apply their knowledge to attain the ultimate truth (*haqq*) of everything.



Guiding Values

Building upon the timeless philosophy, MNU is committed to the following values. All of us are expected to demonstrate these values in all our interactions with others including staff, students, alumni and the general public.

1

We are men and women of honour, honesty and integrity. We shall not tolerate those who lie, cheat or steal.

2

We accept service to the nation and others before self as the primary purpose for professional life.

3

We nurture and promote rational inquiry and critical thinking in all areas of human endeavour.

4

We are dedicated to life-long learning, emphasizing teamwork and leadership.

5

We stress self-discipline, personal responsibility and respect for Law.

6

We respect our people and uphold the good name of our institution.

7

We are dedicated to the principle of shared governance and decision-making.



Strategic Planning at MNU

Strategic planning has become one of the main approaches for establishing the significant directions of the University. These directions are usually termed as goals or aims. The strategies enable actions to be formulated to achieve the goals within a stipulated timeframe and responsibilities and resources to be allocated to perform the action. Thus, in strategic planning, resources are concentrated in a limited number of actions all aligned to achieve the goals as the budget is tied to the goals of the University. While strategic planning by itself may not lead the University from its current status to the envisioned state, not to do so would be to abdicate our responsibility.

History of strategic planning

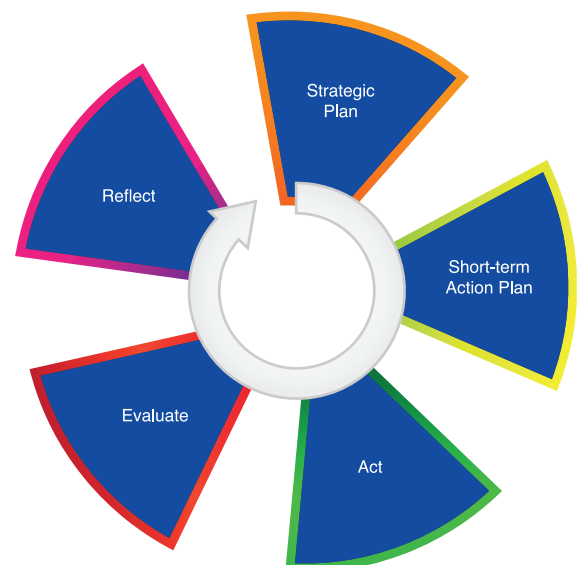
Planning is how The Maldives National University (MNU) shapes and guides growth and development. The first Strategic Plan chartering the broad course of the University from 2000 till 2005, was published by the then Maldives College of Higher Education. Annually, operation plans were developed to translate the strategies into doable actions. In the early years since 2000, the manner of strategic planning changed. The plans became more focused and shorter with the inherent decision points not explicitly stated in the document. The MNU's second plan for the years 2004 to 2009 and the subsequent plans followed this style.

The strategic planning process

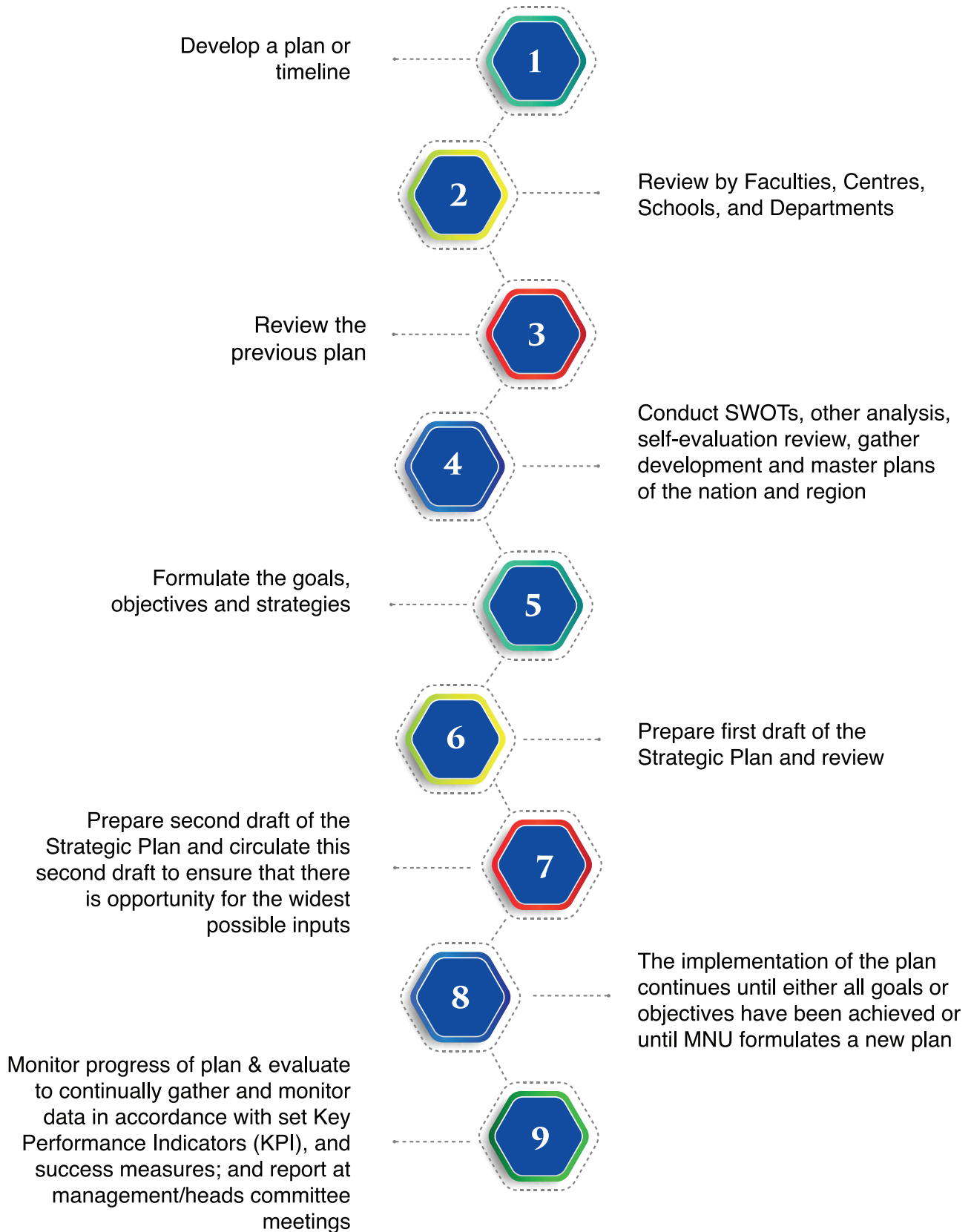
In developing MNU's strategic plan, the focus has been on the feasibility of the required actions based on the local context as highlighted in the figures given below. The environmental scans and the SWOT analyses were initially developed by faculties/centres. Then, using the University Act as the primary defining instrument, faculty/centre plans were developed and merged into a single document through a long and iterative process of discussion and modification until a consensus.

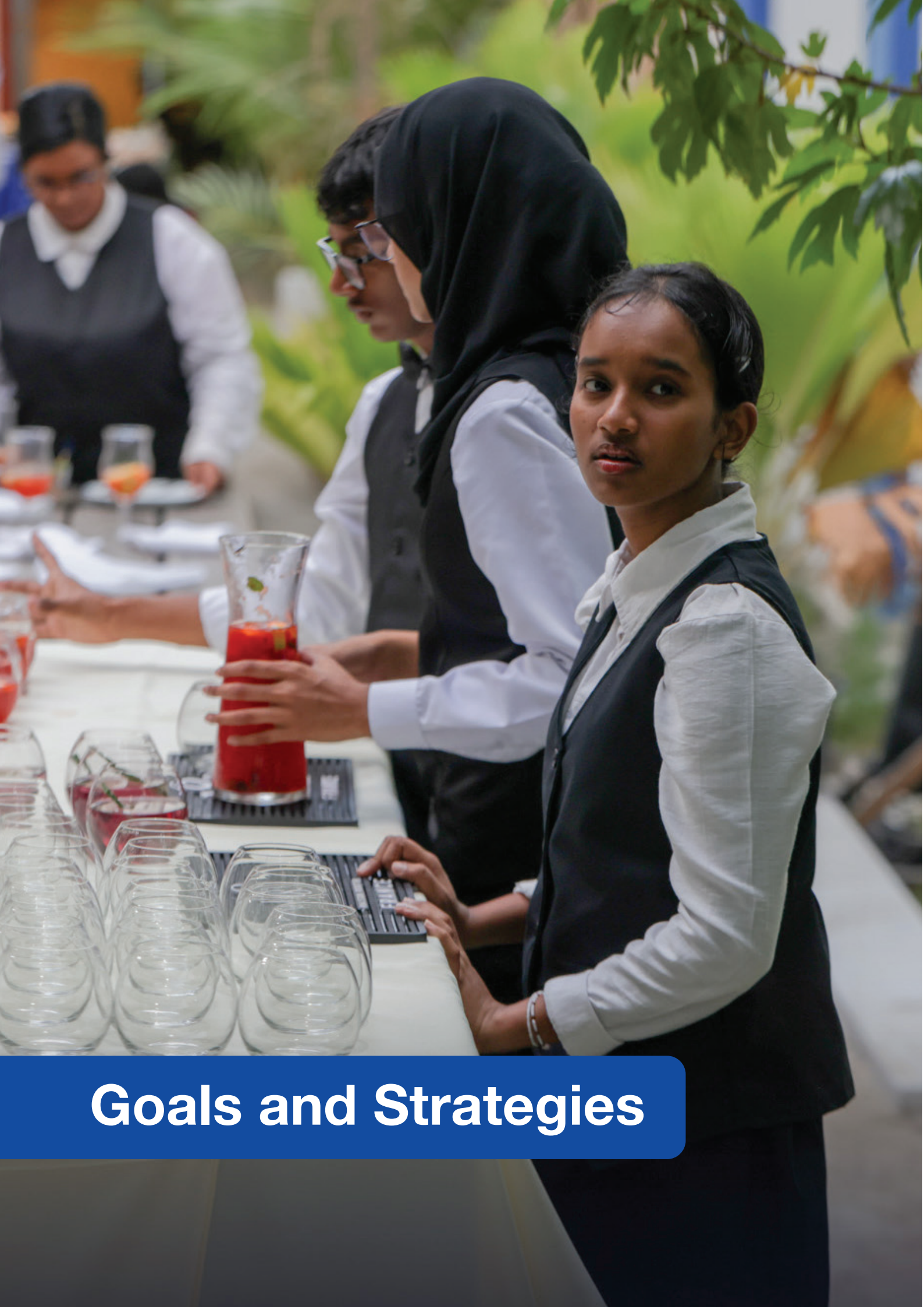
This Strategic Plan has been developed as a collaborative effort through consultations with the Students, Staff (Academic and Administrative) and the Senior Management of MNU.

This Plan explicitly recognises and addresses the major challenges ahead for the coming years and envisage to provide continuity and a constant reference for university operation with its articulation of the long-term enduring goals.



Steps for Strategic Planning Process





Goals and Strategies

MNU Strategic Goals

Goal 1: Academic Excellence

Goal 2: Exemplary Research and Innovation

Goal 3: Enhancing the Maldivian Identity

Goal 4: Empowering People for Excellence

Goal 5: Building a Sustainable and Resilient MNU

Goal 6: Governance and Leadership Excellence

Goal 7: Wider Engagement with Society

Goal 8: Fostering a Conducive Work and Learning Environment

Goal 9: Student-Centred Excellence

Goal 10: National, Regional and International Engagement



Goal 1: Academic Excellence

MNU aims to be recognised as the number one higher education institution in the Maldives and the preferred destination for high-calibre students, through its unwavering commitment to excellence in learning and teaching, thereby elevating educational standards, achieving national recognition, and aligning with the University's vision to drive national development through quality education, research, and innovation.

To realise this Goal, the University will:

1. Maximize and expand access to educational opportunities and enhance the University experience for national and international students through innovative, flexible, and inclusive high-quality education.
2. Ensure that the outcomes of university programmes meet the needs of all relevant stakeholders, national priorities and are progressively improved through systematic review, reflecting MNUs commitment to stakeholder driven programme design.
3. Offer challenging and intensive academic programmes that combine disciplinary depth with interdisciplinary perspectives.
4. Enhance innovative programme design, pedagogy, assessment, and evaluation through the integration of emerging technologies, including Artificial Intelligence (AI), to deliver excellence in education and promote student-centred learning, consistent with MNU's core value of student empowerment.
5. Use international quality benchmarking and quality assurance mechanisms in all programme development, delivery, and assessment regimes.
6. Foster the generation, dissemination, and preservation of quality knowledge through research-led teaching by encouraging independent and interactive learning, with a strategic emphasis on interdisciplinary learning approaches and strengthening postgraduate and PhD research excellence.
7. Explore and formulate disciplines required for the socio-economic, scientific, and environmental sustainability of the nation at national and global levels.
8. Strengthen state-of-the-art physical and digital resources and services for students and staff for academic excellence.
9. Align MNU courses and content to ensure national and global relevance and recognition.
10. Develop graduate attributes of students in line with MNU core values and integrate these into all undergraduate, postgraduate, and PhD programmes, reinforcing the University's mission to shape graduates who are leaders, thinkers, and contributors to society.

Aligned with the United Nations Sustainable Development Goals



Goal 2: Exemplary Research and Innovation

MNU aims to foster excellence in research and innovation, particularly in areas relevant to the Maldives, through a supportive institutional culture, to advance knowledge, inform policy, and support inclusive national development.

To realise this Goal, the University will:

1. Respond to the needs of the community and the industry for solutions that impede socio-economic, environmental, and cultural development of the nation.
2. Improve the research and innovation profile by identifying the national priorities for knowledge and information and supporting research initiatives on multi-disciplinary thematic areas.
3. Expand enrolment and retain postgraduate research students by fostering a dynamic and supportive research environment through professional support services and research-based teaching practices, while also encouraging early research engagement among undergraduates through workshops and student-led mini research grants.
4. Strengthen the capacity of research and innovation endeavours by providing quality infrastructure, equipment, and strong institutional frameworks, including AI-enabled research tools, data platforms, and analytical systems, to maximise the research output of the University.
5. Enhance research skills and supervision capacity of staff through training, mentoring, and fostering research-based teaching, while investing in professional development for faculty, researchers, and students, including AI-supported research skills and responsible AI use to cultivate a skilled and research-oriented academic community.
6. Promote research initiatives and increase high-impact publications by strengthening the reward and recognition systems of MNU.
7. Enhance the role of MNU as the leading authority for informed decision-making on sectoral and national issues by utilising the potential of think tanks.
8. Increase the visibility and impact of research by encouraging the production of high-quality, high-impact publications, ensuring effective dissemination to stakeholders and broader audiences, and establishing mechanisms to measure and track research success.
9. Ensure that research outcomes are effectively communicated, accessible to the public, and translated into policies, technologies, or practices that benefit society.
10. Facilitate cross-disciplinary research and innovation through partnerships with national agencies, international institutions, and industry, and promote innovation through collaborative programs, incubation hubs, and AI-assisted solutions to local and global challenges.

Aligned with the United Nations Sustainable Development Goals



Goal 3: Enhancing the Maldivian Identity

MNU aims to preserve and promote the Islamic and Dhivehi identity of the University through dedicated efforts, to strengthen cultural values, foster national pride, and uphold its unique heritage as integral to the University's vision of nurturing national identity and cultural excellence.

To realise this Goal, the University will:

1. Uphold our Islamic and Dhivehi Identity in operational and public aspects of the University.
2. Protect, promote and sustain Dhivehi language within the nation by integrating it into academic curriculum, research, extracurricular activities, co-curricular activities and by leveraging technology and digital platforms to enhance learning, preservation, and engagement.
3. Strengthen and increase programmes to promote the Maldivian history, heritage, culture and tradition among the University community and the public.
4. Institutionalize mechanisms that promote and embed Iman and Ilm across all facets of the University community.
5. Provide platforms to promote the Maldivian culture, cultural capital, values, tradition and language among the University community and beyond.
6. Establish partnerships with national and international entities to amplify efforts in promoting and preserving Maldivian identity and its global significance.



Aligned with the United Nations Sustainable Development Goals



Goal 4: Empowering People for Excellence

MNU aims to attract and retain talented individuals who are committed to its vision and mission, through a people-centred and inclusive work environment, to strengthen institutional capacity, drive excellence, and uphold the University's core values of integrity, diversity, and social responsibility.

To realise this Goal, the University will:

1. Increase competent academic staff with doctorate qualifications to at least 30%.
2. Upgrade all academic staff to at least postgraduate level.
3. Assess training and development needs of staff regularly to provide opportunities for their professional and skill development, including tailored training programs, digital and technology-enabled learning opportunities, and exposure to academic activities for administrative staff to develop a stronger academic mindset, and establish a monitoring mechanism to ensure timely completion of all mandatory training.
4. Encourage self-learning and life-long learning as essential aspects of staff and student development, while promoting innovative skills, staff and student wellbeing, and a healthy work-life balance.
5. Maintain human resource management policies and procedures that are systematic, fair and transparent, supported by regular HR audits and a comprehensive index and catalogue of all policies and procedures to ensure consistency and accountability.
6. Enhance collegiality and teamwork among staff through appreciative and constructive feedback provided through open, effective and timely communication.
7. Provide and implement initiatives to facilitate attractive remuneration packages and welfare including housing and fringe benefits.
8. Re-examine the admission of qualifications of entry level students to align with national and global standards.
9. Promote and inculcate innovative thinking among all staff and students of MNU by fostering creativity, collaboration and cross-cultural learning to broaden perspectives and inspire new ideas.
10. Foster incentive and recognition programs to reward staff, boost productivity and engagement, and reinforce commitment to the University's vision, values, diversity, equity, inclusion, leadership, and succession planning.

Aligned with the United Nations Sustainable Development Goals



Goal 5: Building a Sustainable and Resilient MNU

MNU aims to advance sustainability across all aspects of the University by embedding sustainability principles into its financial management, operations, academics, research, and community engagement, while enhancing its resilience and institutional capacity through diversified and innovative income generation, sustainable resource management, environmentally responsible practices and strong alignment with the UN Sustainable Development Goals (SDGs) supporting the University's mission to foster sustainable national development and environmental stewardship.

To realise this Goal, the University will:

1. Diversify funding sources through public-private partnerships and collaborations with international organizations to support MNU's sustainable growth.
2. Strengthen financial planning by adopting innovative, cost-effective management practices ensuring optimal use of funds and resources aligned with sustainability principles.
3. Develop and expand alternate revenue streams, in-kind contributions, and commercial activities, leveraging technology and digital platforms to support University initiatives consistent with the MNU Act.
4. Develop and establish endowment schemes and pursue ethical investments in shares and securities prioritizing sustainability and social responsibility.
5. Engage alumni and strengthen their networks to foster contributions and partnerships that advance sustainability-related projects and University priorities.
6. Collaborate with industry, government and other partners to develop incubators, venture support, and entrepreneurial activities that promote sustainable innovation.
7. Expand University commercial activities by creating innovative, sustainable products and services that generate revenue while supporting MNU's sustainability commitments.
8. Implement and promote environmental stewardship through eco-friendly infrastructure, energy management, sustainable solutions, and environmental conservation initiatives to reduce the University's ecological footprint, lower operational costs, and attract sustainability-linked funding.
9. Manage capital and other strategic investment projects focused on sustainable finance, ensuring alignment with MNU long-term goals and integration of SDGs into our administrative/operations, teaching, learning, and research to foster a culture of environmental responsibility and global impact.
10. Incorporate the values and spirit of sustainability among staff, students, alumni, and the broader community through targeted programs and initiatives that reinforce MNU's commitment to sustainable development, encompassing economic, environmental, and social sustainability while promoting equity, well-being, and inclusive access to opportunities and the support needed to thrive.

Aligned with the United Nations Sustainable Development Goals



Goal 6: Governance and Leadership Excellence

MNU aims to modernize institutional operations to operate more effectively, efficiently, and transparently, through the transformation of managerial culture and the enhancement of administrative policies, processes, and practices thereby reflecting the University's commitment to ethical leadership, accountability, and participatory governance as foundations for national development.

To realise this Goal, the University will:

1. Strengthen management and administrative policies and processes to reflect the principles of good governance and ethical practices while promoting leadership ability at all levels, fostering ethical leadership, and building inclusive governance systems that cultivate trust, empower voices, and collectively shape MNU's future.
2. Conduct regular financial, management, academic and operational audits to implement relevant recommendations to align with international best practices and ensure continuous improvement.
3. Enhance efficiency and effectiveness of service delivery by streamlining the delegation of resources and authority through accountable, transparent mechanisms.
4. Support devolved planning, governance, and decision making across all levels of MNU by fostering strategic leadership and establishing structures that promote transparency, responsiveness and institutional changes.
5. Strengthen data-driven planning and decision making by leveraging advanced tools and systematic data analysis to improve accuracy and operational efficiency.
6. Provide accessible and structured leadership development opportunities for staff at all levels through targeted training programs, mentoring, and succession planning, while fostering a culture of empowerment, continuous learning, and professional development.
7. Monitor the implementation of strategic plan using clear sub-plans, measurable indicators and feedback mechanisms to ensure alignment with MNU's strategic direction.
8. Foster a culture of collaboration and resource sharing among staff and students to optimize efficiency, promote sustainability, and maximize resource utilisation.
9. Promote digital transformation in governance processes to enhance transparency, accountability, and institutional efficiency across all functional areas.
10. Promote a strong culture of ethics and integrity by reinforcing institutional policies, conducting regular quality assurance and risk management audits, and raising awareness of ethical conduct across the University.

Aligned with the United Nations Sustainable Development Goals



Goal 7: Wider Engagement with Society

MNU aims to foster collaboration that drives societal impact and advances national development by building and strengthening mutually beneficial partnerships with industry, commerce, government, and the wider community, consistent with the University's mission to serve society and contribute to sustainable development.

To realise this Goal, the University will:

1. Leverage University strengths and resources to identify and promote innovative, sustainable and impactful solutions that address stakeholder and community needs.
2. Enhance MNU's visibility and reputation by participating in significant national and global events, initiatives and activities while leveraging digital platforms to extend reach, engagement, and impact.
3. Identify, develop and reinforce collegial and supportive relationships among MNU alumni, fostering active engagement and collaboration nationally and internationally.
4. Foster strategic, mutually beneficial relationships with industry stakeholders, public and private institutions to promote shared learning and capacity building.
5. Collaborate with community organisations and non-government organisations and industry partners to design and deliver need-based, impactful community access and development programmes.
6. Promote innovative and sustainable societal engagement initiatives that advance national harmony, cultural preservation and unity.



Aligned with the United Nations Sustainable Development Goals



Goal 8: Fostering a Conducive Work and Learning Environment

MNU aims to support academic enterprise and community engagement by developing an aesthetic, functional, and inclusive environment that enhances staff and student well-being and enriches the overall institutional experience, reinforcing the University's values of inclusivity, well-being, and sustainability.

To realise this Goal, the University will:

1. Ensure that state-of-the-art infrastructural, high-end technological support and other resources are provided to deliver high quality teaching and research, prioritising subject requirements and student needs.
2. Utilise and monitor teaching and research facilities through effective planning, management and data-driven decision making.
3. Implement robust procedures and schedules for effective maintenance, upgrading and longevity of physical and technological facilities to ensure operational excellence and environmentally friendly expansion of both physical and digital spaces.
4. Ensure and align capital investment planning with the University's academic and strategic priorities to foster sustainable growth.
5. Ensure that the design of all University facilities incorporates the needs of the differently abled individuals, promoting inclusive design in all University facilities and digital platforms.
6. Secure land and invest in infrastructure to accommodate the planned growth of student numbers, academic programs and University activities in alignment with national needs.
7. Ensure and foster staff and student well-being by maintaining a safe, secure and inclusive environment that supports a healthy lifestyle free from physical, mental, emotional and psychological harm, as well as any form of discrimination.



Aligned with the United Nations Sustainable Development Goals



Goal 9: Student-Centred Excellence

MNU aims to nurture well-rounded, globally competitive students who can contribute meaningfully to society and succeed in a rapidly evolving world, through the cultivation of a proactive student culture and holistic development initiatives, aligned with the University's vision to develop responsible, empowered graduates committed to national progress and global citizenship.

To realise this Goal, the University will:

1. Ensure and enhance quality and seamless student administrative and support services by providing adequate student related resources across MNU to address diverse needs.
2. Enhance graduate employability rates by integrating internships, skill development programs, and industry partnerships, while embedding career readiness, life skills, digital competencies, and sustainability awareness into academic and co-curricular programs to prepare adaptable, responsible, and future-ready graduates.
3. Expand online services and ensure robust ICT infrastructure, digital resource accessibility and support for national and international students to enable a modern, inclusive educational experience while harnessing technology such as digital platforms, early alert systems, and learning analytics to provide timely, personalized academic support that reflects MNU's commitment to innovation and integrity in service delivery.
4. Create synergies to support students financially through expanded scholarship opportunities, internal funding and collaboration with external donors, to ensure equitable access to education and a positive University experience.
5. Improve contemporary and attractive learning environments by fostering student recreational activities and ensuring inclusive, accessible infrastructure, teaching practices, and support services that are responsive to students of all backgrounds, regions, and abilities.
6. Advance student advising system to help students navigate academic pathways, and access personal well-being and professional growth opportunities effectively, while expanding mentoring, mental health services, and holistic support across all campuses and digital platforms, reflecting MNU's commitment to student-centredness and inclusivity.
7. Establish mechanisms to gauge the needs of differently abled students and ensure equitable and accessible services that support their full participation and success.
8. Develop and promote mechanisms to amplify student leadership, voice, initiative, volunteerism, and civic responsibility by engaging students in decision-making processes and providing structured programs to shape University policies, lead initiatives, and contribute to national priorities.
9. Strengthen industry and community partnerships by developing structured internships, apprenticeships, and service-learning opportunities with national and international partners to provide real-world experience and contribute to national development through meaningful community engagement.
10. Monitor and strengthen graduate outcomes by implementing robust tracer studies, alumni engagement strategies and facilitating international student exchange programs to evaluate impact, broaden global perspectives, and maintain strong ties with graduates as contributors to national development.

Aligned with the United Nations Sustainable Development Goals



Goal 10: National, Regional and International Engagement

MNU aims to enhance academic excellence, innovation, and global impact through a comprehensive internationalisation strategy by fostering strategic relationships and sustainable partnerships with national and international entities, in line with the University's mission to promote global collaboration for national development and knowledge advancement.

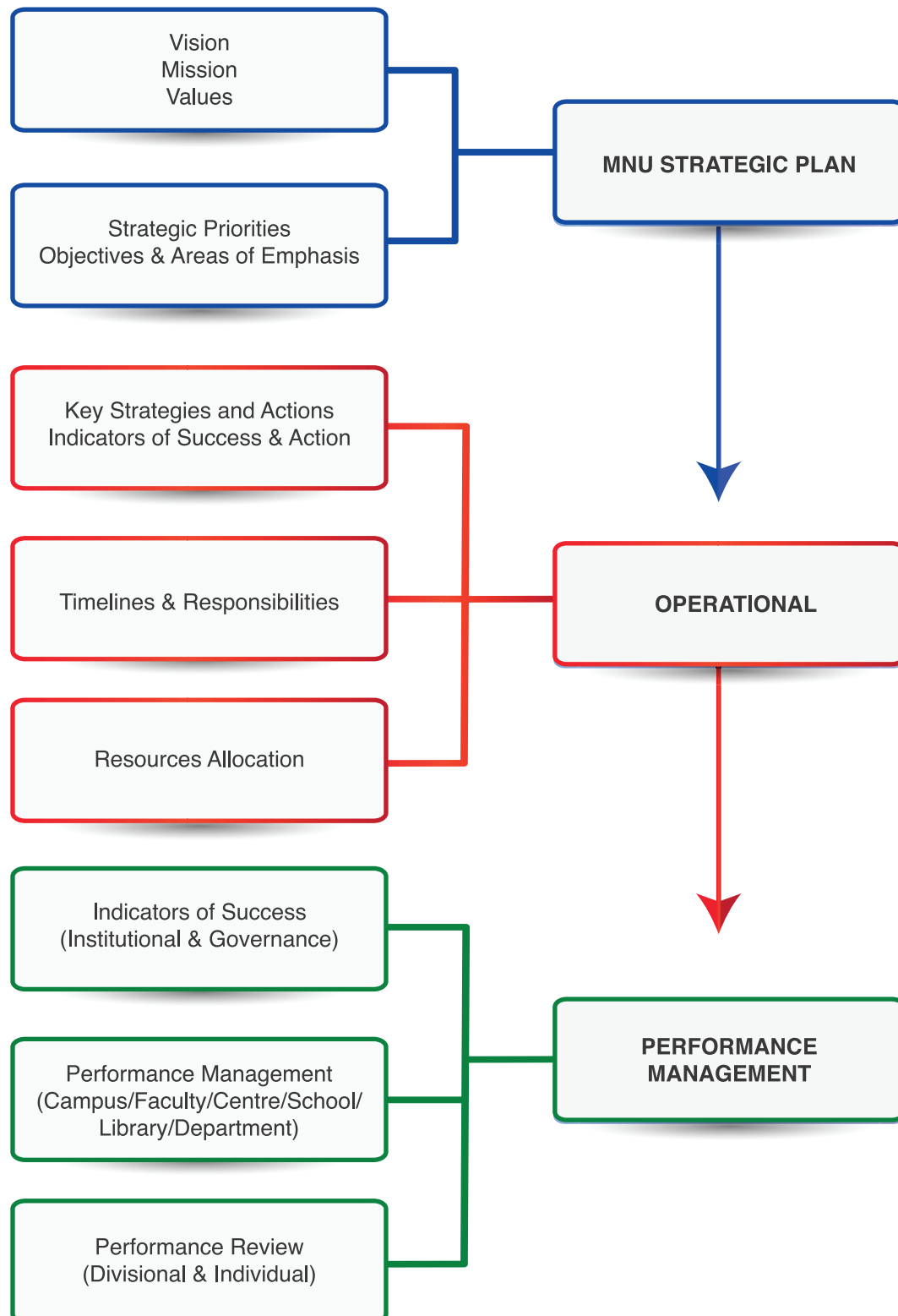
To realise this Goal, the University will:

1. Promote MNU as the leading academic and research institution of the nation and one of the finest in the region.
2. Strengthen international relationships and industrial networks by engaging with universities, research institutes, professional associations, government agencies, and non-government organisations at national, regional and international levels.
3. Promote participation in academic and professional networks to foster knowledge exchange and policy dialogue by encouraging mobility of students and staff regionally and internationally, and by leveraging digital platforms and technologies to extend collaboration and engagement.
4. Increase bilateral and multilateral scholarships and fellowship programmes to provide students and staff with greater opportunities for global exposure.
5. Review and update MNU programs to align with international academic and professional standards through accreditations to ensure global relevance and recognition.
6. Attract national, regional, and international students to MNU by leveraging data-driven and targeted, innovative marketing strategies, showcasing world-class state of the art campuses, academic excellence, and the unique value of the MNU experience.
7. Promote networking, strategic partnerships and research collaboration with reputed international universities to enhance MNU's global footprint and drive impactful research and innovation.
8. Build internal systems, comprehensive infrastructure, combining technology-enabled systems with essential physical and functional facilities, and staff competencies to effectively manage international partnerships, student and staff mobility, and global initiatives.
9. Foster strong relationships with MNU's international alumni network to support recruitment, partnerships, and global brand visibility.

Aligned with the United Nations Sustainable Development Goals



Implementation Framework, Components and Associated Elements





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