

# UNIVERSITY OF DAR ES SALAAM



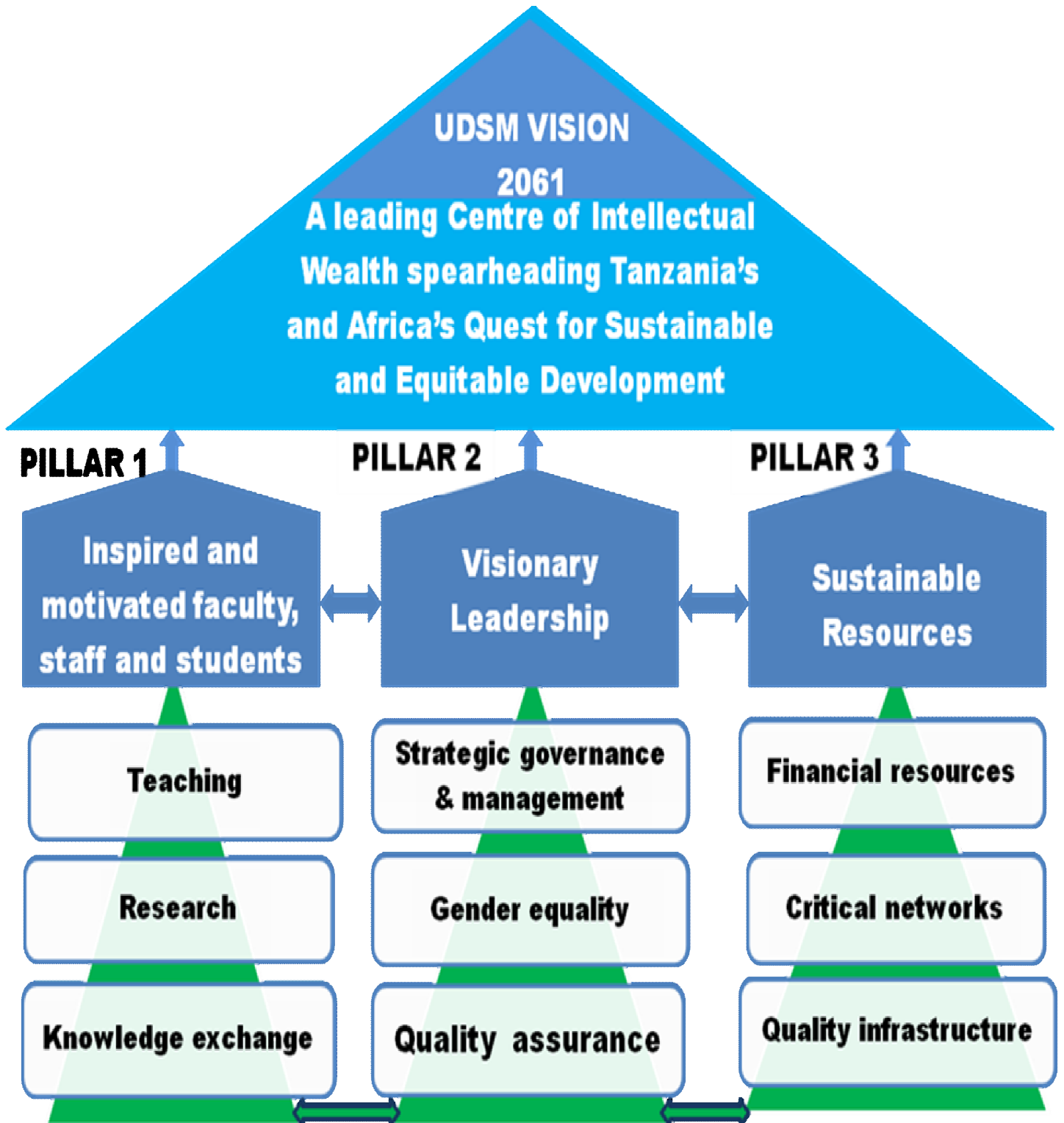
## UDSM VISION 2061

**A leading Centre of Intellectual Wealth spearheading Tanzania's and Africa's Quest for Sustainable and Equitable Development**

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# **INTRODUCTION**

The University of Dar es Salaam celebrated its Golden Jubilee in 2011. During the year-long celebrations, members of the University of Dar es Salaam community, alumni and other stakeholders reflected on the achievements made and challenges confronted over the 50 years of its existence.

As we begin a new phase of our 50 years, there is a need to project the future of the University of Dar es Salaam, and chart out the kind of the university that we would like to see towards 2061. This requires, among other things, a careful and systematic reflection on the vision and mission that envision even greater and more prosperous university that is competitive, relevant and responsive to the national, regional and international needs and challenges of the 21<sup>st</sup> century.

## **1 UDSM VISION 2061**

By 2061, UDSM shall be transformed into a world class, international university, whose performance is clearly, distinctively, outstanding from that of runner up competitors. It will be underlined by such distinguishing characteristics as

- concentration of inspired faculty, staff and students;
- visionary leadership and,
- Significant and sustainable funding from alumni, own investment and academic staff who readily attract big research and consultancy projects.

This vision is concisely encapsulated in the following statement of vision:

## **UDSM Vision 2061**

**A leading Centre of Intellectual Wealth spearheading Tanzania's and Africa's Quest for Sustainable and Equitable Development**

The core business of the transformed UDSM is captured in the following statement of mission:

### **UDSM Mission**

To advance the economic, social and technological development of Tanzania and beyond through excellent teaching, research and public service using talented and motivated faculty, staff and students.

## **2 KEY PILLARS OF THE VISION**

The UDSM Vision 2061 is to be built through 3 key pillars. These are areas in which the University, working closely with stakeholders, will focus her investment efforts and resources in order to gradually achieve the vision and thereby enable the university to effectively advance the technological, economic and social development of Africa through responsive premier training, research and public service.

The 3 key pillars are:

- I. Inspired and motivated faculty, staff & students**
- II. Visionary Leadership and**
- III. Sustainable resources.**

Each of the **Three Key Pillars** has three components/ nine sub-pillars as follows:

### **I. Inspired and motivated faculty, staff & students**

1. Training at both Post- and Undergraduate
2. Research
3. Knowledge Exchange

### **II. Visionary Leadership**

1. Strategic governance and management
2. Gender Equality
3. Quality assurance

### **III. Sustainable resources**

1. Financial Resources
  2. Critical Networks and
  3. Quality Infrastructure
- Each of key pillar components is elaborated in the subsequent sections

## **2.1 Inspired and motivated faculty, staff & students**

### **2.1.1 Training**

#### **2.1.1.1 Leadership in Postgraduate training**

The country has reached a stage that it seriously needs highly competent experts, academics, researchers, industry leaders, government bureaucrats, civil society leaders and entrepreneurs. This requires further investments in postgraduate training capacity and programmes. Furthermore a balance between undergraduate and graduate students and programs is what characterises a post world class University. It is also desirable for a reputable University to ensure that graduate and professional students are actively and deliberately involved in research activities outlined in the institutional research agenda and aligned with respective country's needs. UDSM is already well placed to play a strategic national role and leadership in postgraduate training.

#### **Rationale**

Postgraduate training is potentially a high growth area for UDSM. The thrust of the university needs to move in this direction. The main issues that require attention are: inadequate relevance of programmes, low enrolment of graduate and professional students considering the available capacity at about 19% in 2011/2012; low number of postgraduate programmes, inflexibility in admission criteria - especially considering relevance and working experience, too few taught PhD programmes; low quality of graduate outcomes that is being achieved; inadequate responsiveness to national priorities; inability to take advantage of; and harness the competitive advantage of UDSM over most of the other Universities in the country; the inadequate learning environment for postgraduate student welfare and accommodation.

#### **Way Forward**

UDSM will in the coming years and decades prioritize the focus on postgraduate training. This will see a major transformation to a renowned graduate university with befitting programmes and learning environment. Therefore, appropriate capacity will be built with heavy emphasis on the number of programmes and on the relevance, quality of training and competitiveness of training programmes and delivery. Recruitment of staff will be open – considering from the country, region and internationally. Sustainable arrangements will be made to promote availability of students scholarships and to improve the training and research as well as living facilities for postgraduate training.

#### **2.1.1.2 Consolidation of Under-graduate training**

The total number of undergraduate students has increased steadily from 14 students when the university started in 1961 to more than 17,000 students in 2011/12. As the UDSM is still largely a teaching university, the overall undergraduate students numbers are relatively large at the moment, although the trend is to balance the postgraduate numbers which is key in realising the national vision and goals that have been set. Hence this calls for consolidating the current enrolment of undergraduate students. There is further a general concern of low enrollment of science students. There is a need to have a defined ratio between science and non-science students. Being a premier university in the country, there is a need to take a leading role in promoting science culture. Hence a need to re-establish the lost disciplines lost with the departure of MUHAS, Ardhhi University. This would in turn call for improved facilities for research, teaching and learning of the basic and natural sciences.

### **Rationale**

A world class University would normally have a balance between undergraduate and graduate programs

The mismatch between the curricular of the universities in Tanzania and many problems facing the society calls for an urgent need to address the pedagogical approach start including problem-based learning in the university curricular so as to produce employable graduates. This entails producing graduates with entrepreneurial attitude or mindset, the graduates with creative thinking and ability to communicate both in written and oral, commitment for life-long learning as well as appreciation of broader global issues of the future etc. The undergraduate training should consider the issues pertaining to curricular, students' facilities and welfare. There are thus the need to develop and device a package of "core curriculum" or 'general education' that is specifically targeted at achieving the basic mission of the University. The need to have a more aggressive and University-wide approach be made in elaborating a general education programme that will broaden the horizons of all the students and which takes into account the skills needed for the 21st century vis-à-vis the future needs of Tanzania in general, and the UDSM in particular.

### **Way Forward**

In-line with appreciation of global issues and life-long learning commitment, to deliver the undergraduate training with the quality assurance in mind, the University of Dar es Salaam Vision 2061 gives emphasis on the:

- Minimum standards of general knowledge for a global student
- Critical and entrepreneurial thinking and attitude in every aspect of life of this student
- Relevance of undergraduate programs by either expanding and or focussing on the relevant and strategic areas of the country. In the next 50 years, Tanzania will be talking on fossil fuels, petroleum and gas, minerals, etc., in these areas UDSM aims at becoming the leader in the country.
- Consolidation of the university training in line with the National Science and Technology Policy
- Curriculum review to address societal needs (i.e. this calls for stakeholders' involvement in the process of review).

- Admitting highly talented students without any gender bias but also where necessary apply affirmative actions to enhance the number of female students
- Realizing the ambition to become once again a comprehensive University with health related disciplines, land and architectural studies, among others.
- Pursuing programs that generate knowledge for the future generation namely intellectual wealth creation not necessarily with immediate application i.e. for striking balance between market driven training and knowledge production.

### **2.1.2 Research**

An aspiring world-class university is an ideal place to conduct interdisciplinary, multi/trans-disciplinary research by scholars namely faculty and students through research institutes/centre that are formed by different research groups from diverse university departments or other institutions working on broadly defined research themes and/or working in partnership with the private industry. Such an approach leads to high quality research and internationally recognised outputs and publications Research funding comes primarily from government, competitive sources from inside and outside sources as well as from university-industry links including which eventually lead to high impact research outcomes, innovations and technological applications.

#### **Rationale**

Collaborative/multidisciplinary research approach at the University is not well pronounced although it is one of the critical issues in the research agenda. Research funding is foreign donor dependent; with declining government investment in research over the years, while tapping into the local donor sources and private sector is virtually been non-existent. Consequently, uptake of research results and findings by the industry and policy makers is minimal which leads to a perception of low relevance of research activities done at UDSM. Pro-activeness in engaging with COSTECH and other funding agencies is limited thus inadequate exploitation of the existing funding potential. Post graduate programs are by and large being developed by individual units and less in a collaborative fashion with a few exceptions.

Management of research including dissemination of findings, publications, performance monitoring and reporting is yet to be optimally coordinated. Research skills for winning proposals and grants winnings are wanting especially for young scholars while senior researchers are exiting the University through retirement. Critical/flagship for basic and applied research projects need to be teased out of the research agenda.

#### **Way Forward**



In order produce high impact research outcomes ranging from high quality publications, innovations and technologies, the University aims at:

- a) Strengthening the University structure for effective management and research productivity and outcomes by operationalizing the newly approved 3<sup>rd</sup> DVC office which entails the revamping of management of research at Colleges/Schools/Institutes and particular flagship research projects identified.
- b) Reinforcing collaboration and multi-disciplinarity in research approach through creation of trans-disciplinary research groups and centres of excellence and this includes joint research activities with international researchers and in a manner that protects the intellectual property generated by UDSM.
- c) Engaging and creating collaborative links with industry, other research institutions and local donors in a pro-active fashion, this includes strong outreach, research findings dissemination and communication programs.
- d) Strategic resource allocation from University internal sources to demonstrate the University's commitment and *dedication to research undertakings*
- e) Enhancing its relevance to the national strategic priorities as well addressing social economic needs by carrying out applied research, disseminating the results and prototypes or technologies that can be used for Tanzanians' advancement.
- f) Continuing and intensifying search for new knowledge by conducting basic research in sciences is critical for the sake of search for new knowledge.
- g) Building research capacity of young scholars by engaging Professors retained on contract in the attraction research funds and projects from all possible sources carry out high level research through post graduate students teaching and in collaboration with young scholars.
- h) Inculcating research culture by promoting research standards at undergraduate and graduate levels.

### **2.1.3 Knowledge exchange**

Knowledge exchange is key in a world class University as this specific component links the University in a very practical manner with the industry. Knowledge exchange takes place in different forms including dissemination of research findings to inform policy makers and practitioners, commercialization of innovations, technologies and prototypes developed by researchers. Other modalities include providing consultancy services and solutions to real life situations and challenges facing the public, private and civil society programs. International universities are now know for establishment of incubation programs in which fresh graduates work with industry to develop their ideas, innovations into fully fledged business concepts while the University facilitates such linkages. Provision of professional and life-long learning programs as refresher knowledge and new developments in various disciplines is in fact the role of any University that gives it live contact with the immediate society.

#### **Rationale**

UDSM has realised the need to increase efforts in knowledge exchange and has already put in place a Division responsible for among others, knowledge exchange. What remains is to ensure that the aspirations of the University in exchanging knowledge with the government, private sector, civil society and the public at large is made a reality.

### **Way Forward**

To realize Vision 2061, UDSM will adopt the following approach for intensified knowledge exchange:

- (a) Ensure that all researchers disseminate their research findings not only in scholarly outlets but also in popular forms as well as policy briefs that inform the Tanzanian society of the findings
- (b) Have an effective knowledge exchange communication strategy and means using firstly its own media outlets among others,
- (c) Work with the industry in resourcing and establishing multidisciplinary incubation centre in which a diverse cadre of offspring entrepreneurs are moulded not only for business sake but also as responsible future business persons,
- (d) Facilitate and encourage researchers to partner with industry so as to commercialize applicable research findings for enhanced reputations of the University and researchers as well,
- (e) Adopt a pro –active approach focussed on bringing the University into direct contact with the populations i.e. through regular voluntary activities that are discipline specific and focussed
- (f) Become open to the community e.g. facilitating access and visits of potential students and their families to the University
- (g) Encourage Academic Units to meet prospective students on individual basis, a function that should be spearheaded by Professors,
- (h) Hold consultative meetings and exhibitions with stakeholders to inform them of what is going at the University
- (i) Ensure that each academic Unit conducts life professional or life-long programs to upgrade the skills of the population as a service to the community.

### **2.1.4 Internationalization**

The world has become a single village. Therefore any institution vying for recognition in this village ought to produce output which can sell well in the world market in the form of graduates, research outputs, technologies and innovations. To reach that level, a concentration of talents with international knowledge is not optional to be able to produce high quality scientific publications and graduate output that are up to standard of the world audience. If the institution manage to reach that level, its programs and its output will undoubtedly attract high demand including international students and professors, and practitioners from the world over would prefer to recruit its graduates in practical trainings, internships, etc.

## **Rationale**

UDSM has yet to achieve remarkable level when it comes to the implementation of its core mission at international stage, in academic, research and knowledge exchange in general. Furthermore, it is important that graduate of the UDSM acquires a broad understanding of global issues. There are many indicators to justify this viewpoint including, among others:

- Foreign students are still very few (accountable for less than 2 percent of the total student population).
- Most of the academic members of staff do not feature in the global list of international scholars when it comes to scientific publications either as authors, reviewers or even in the editorial teams; collaborative initiatives with global scholars is still kept at minimal.
- Institutional collaborative programs involving the UDSM units with other universities in the rest of the world are countable, similar to a number of exchange programs which are currently limited to a few universities which are found either in the USA or Europe.
- The University continues producing students with limited knowledge on international issues, as its practical trainings, teaching practices, research as well as internship programs are still focusing on the local environment.

## **Way Forward**

The University of Dar es Salaam Vision 2011-2061 should focus on the need to work extensively to provide training of innovative talents with international competitiveness and to establish an international-standard higher education system. In line with the international mind setting, the UDSM should embrace the international opportunities to enrich the study and work experience of students, making them more internationally competitive. UDSM should produce a global graduate ready to work anywhere. The university's strategic plans should accommodate the needs for both undergraduate and postgraduate students to participate in the abroad study tours. More importantly, the internationalization strategies should be designed in relation to the overall university activities, students, faculty, research and programs. This should be reflected, among others, on:

- the currently approved Directorate of International Relations
- increasing programs offers of Foreign Languages,
- summer-training programs at foreign universities,
- exchange students and overseas internships,
- staff-exchange programs,
- joint/dual degree programs with other internationally recognized Universities
- increase proportion of international scholars and faculty
- collaborative research projects and publications with foreign institutions
- International accreditation of the university programs and courses.
- Establishment of study centres e.g. Centre of Asian Studies, Centre of Latin American studies etc.

## **2.2 Visionary Leadership**

Visionary leadership is about setting the direction and ensuring that people resources and processes are marshaled towards achieving the set milestones in realizing the Vision. Visionary leadership is the most important function of those in charge of governance and management of a world class university as the tone must be set at the top who in turn ensure that everybody in the University lives to it. Strategic governance and management, gender equality and quality assurance have been identified as key components in visionary leadership, while people management is ascribed as a cross cutting element that needs to be steered by management.

### **2.2.1 Strategic governance and management**

World class universities have strategic governance structures and management systems. These guarantee flexibility and agility in tapping opportunities, meeting challenges and neutralizing threats from the environment. They act as a framework of developing a performance minded organizational culture and provide opportunities for making work as challenging and most fulfilling. Furthermore, such structures help to continuously facilitate improvement of systems and processes so as to speed up realization of the institutional vision; facilitate mainstreaming of information and communication technology in core institutional activities; help in the development and management of alternative sources of revenue for financing of activities; facilitate wider participation of stakeholders in core activities; ensure provision of high quality products and services, and facilitate constant monitoring and alignment and realignment of institutional plans, performance and results at all levels.

Student governance at a university is an element of the broader corporate governance and should always seek to attract active, dynamic and the best among the candidates applying for admission at all levels. Ensuring excellence student experience while at UDSM needs enough attention. UDSM therefore aspires to have - effective governance structures and management systems, which guarantee gender balance, befitting an institution aspiring to be a world class institution focussed on production to high level experts, leaders and practitioners.

#### **Rationale**

The University needs very strong and effective expertise in its governance structures including the Council, SENATE, and other participatory organs. This also should apply to all levels of management and administration. This will readily enhance the value of decisions being made. Best practice suggests the need for coordinated decentralisation of decision making in order to enhance the strategic, economic and social value of the decisions. Given the evolving nature of the University, the academic departments and in deed all major units need to be increasingly staffed with competent people able to dealing with complex and changing problems or situations.

There is also a need to improve the governance structures and systems for the sake of increasing efficiency in the utilization of staff for academic activities, taking advantage of multitasked administrative staff, promoting cost rationalization, promoting gender balance, enhancing revenue generation and ensuring transparent management.

Gender is another area where the governance issues should be focused on. Imbalance continues to be one of the major challenges facing Tanzania Higher Education. While the proportion of female university students nationally stands at 32%, the University one is slightly higher at around 38% although it is lower in science and technology disciplines at around 19%.

### **Way Forward**

UDSM shall thus continue to reform its governance structures and systems, ensuring a legal framework that promotes institutional autonomy, flexibility and responsiveness; promoting coordinated decentralization of decision making in order to increase initiative, efficiency and effectiveness throughout the system and place more responsibility/accountability on academic units; securing the application of good governance principles; ensuring availability of appropriate competencies/expertise in the governance organs , management and administrative structures; ensuring efficiency and cost-effectiveness and optimizing the productivity and effectiveness of human resources for achieving the core mission and support activities.

In terms of students' governance, UDSM shall continue to ensure the participation of students in the governance structures for inculcating the democratic values in studentship and also tapping into their thinking and fostering inclusive decision-making.

### **2.2.2 Gender Equality**

Gender imbalance continues to be one of the major challenges facing Tanzania Higher Education. While the proportion of female university students nationally stands at 32%, the University one is slightly higher at around 38% although it is lower in science and technology disciplines at around 19%. Apart from the National Development Visions, the HED Policy seeks to address the gender imbalance and improve female participation in science, mathematics and technology. The problem is not only for student but also in respect of faculty, which according to available statistics the percent of women academic staff is only about 24.

#### **Rationale**

The University has recorded significant achievements in implementing affirmative actions such as putting in place pre-entry programs and special scholarship programs as well running successful advocacy programs. While realizing the efforts that have gone into gender mainstreaming and equality enhancement, focus should be at achieving gender equality in governance and management

structures, students enrolment at undergraduate and graduate levels as well as ensuring diversity in all respects in the next half millennium.

### **Way forward**

The University undertakes to pursue the following measures in achieving gender equality and also diversity in the next half millennium:

- (a) Reinforce the programs towards gender mainstreaming in University processes and functions in line with the National policies;
- (b) Carry out gender focused research;
- (c) Maintain meritorious staff promotion, recruitment and development but in addition create a conducive and facilitative environment for female staff and those living with disabilities; and
- (d) Admitting highly talented students without any gender bias but also where necessary apply affirmative actions to enhance the number of female students.

## **2.2.3 Quality Assurance**

Quality of faculty and students as well as processes is what distinguishes world class universities from their competitors. University input-output and transformation processes should be in all aspects be distinguishable through their quality. It is thus a key responsibility of those in charge of governance and management of a University set the tone at the top as to the quality standards and the benchmarks thus sets the University apart from the rest.

### **Rationale**

University of Dar es Salaam has since mid 1990s undertaken various measures to enhance quality assurance practices among its staff. In view of that, the University has sent less than five staff members to attend the quality assurance short-term courses since 2006. With a total number of at least 20,000 students (for undergraduate and postgraduate) and about 1500 academic staff, the number of trained staff in quality assurance is, although acknowledged, still not encouraging. With its mission to catalyze the attainment of the core University Mission by "promoting the adoption of Quality Assurance culture in all university processes and activities with a view to improve quality and standard of delivery of academic and professional services to its clients and stakeholders.

### **Way forward**

With her 2011-2061 Vision, UDSM at shall:

- Ensure that recruitment process brings into the University faculty and staff of high quality capable of contributing to realization of the Vision.
- Instil sustainable quality culture and mentality among university faculty, staff and students in order to achieve better results including increase the employability of its graduates, acceptance of research outputs and enhanced stakeholders willingness to support the University.
- Build capacity on quality assurance issues among the university faculty and staff members.

- Put in place towards and independent and well resourced Quality Assurance Bureau.

## 2.2.4 People management

High quality human resource is critical in any institutional development. Indeed a pre-requisite a concentration of talented and motivate faculty and researchers is one of the characteristics of a world class university (Salmi, 2009). The administrative staff cadre should be of equally high level so as to offer the competent support to the teaching and research functions of the University in particular ensuring that the faculty is fully deployed in the delivery of high quality teaching and research outputs and so enhance the profile of the University.

### Rationale

There are serious deficits in the availability of senior and experienced academic and administrative staff at the University due to many reasons including the 1990s' employment freeze, retirement, premature death, relocating to greener pasture, government and new universities. As a result, some staff is over-utilized, while others are underutilized, a fact that calls for the University to rationalize human resources deployment in particular academic staff.

### Way Forward

In order to attract, retain and have in place a talented and competent pool of human resources, the University aims at:

- (a) Continuing to recruit among the best talents from among its graduates and those from reputable international Universities;
- (b) Building her identified best talents in internationally/regionally recognized Universities so as to have the right mix and balance of international and national exposure among its staff;
- (c) Progressively raising the performance bar for staff in particular faculty evaluations so as to enhance staff productivity in publications rate and quality, sourcing research funds, completion of consultancies, minimum teaching performance and contribution to administration;
- (d) Recruiting administrative staff with requisite qualifications to effectively assume and manage administrative functions thereby relieving senior academic staff from administrative duties e.g. establishment of graduate internship program in administrative tasks;
- (e) Instituting a formal mentoring culture/system of young academic/administrative staff at the University to create a sustainable succession plan;
- (f) Implementing a more inclusive performance measurement, appraisal and rewarding systems that reflect staff productivity in relevant areas (de-concentration of useless talents);
- (g) Creating human resource capacity in emerging areas which can generate break-through-knowledge in collaboration with the industry and international partners;
- (h) Consciously increasing the efforts to enhance gender equality, diversity and equity among staff recruitment and development;

- (i) In a continuous and consultative manner with staff, develop and implement staff welfare programs for promoting healthy and long living including preventive and curative health practices and
- (j) Maintain meritorious staff promotion, recruitment and development but in addition create a conducive and facilitative environment for female staff and those living with disabilities.

## **2.3 Sustainable Resources**

Enhancing the competitiveness of UDSM will require radical improvements to ensure availability of adequate, modern and well maintained teaching and learning infrastructure and facilities and financial resources. The main types of facilities include: teaching facilities; research laboratories; physical and electronic libraries; and online and distance learning.

Progressive world class universities have solid foundations for financial sustainability. Fulfilling the aspirations of UDSM and its principal stakeholders is largely dependent on the financial capacity and sustainability of the University.

### **Rationale**

Now than ever before the UDSM needs to mobilize financial resources as it is increasingly competing for resources from the government together other young/newer institutions. The experience of the past ten years has shown that Government funding remains the major financing mechanism for UDSM. Also, a number of development partners have responded very generously to the University financial needs for infrastructure development, research capacity and staff development.

The University of Dar es Salaam through her ICT policy (2006) and Master Plan made several strides in terms of establishment of the general office automation applications, administrative information systems, ICT mediated teaching and learning information systems, and the University-wide communication infrastructure and installation of Local Area Networks (LAN) in all buildings within the campus. The University is now connected to the high capacity through marine optic cable operated by SEACOM. However, the high capacity internet link remains underutilized due to obsolete backbone network equipment and malfunctioning LANS in many building. A significant part of the backbone network runs on hubs and obsolete switches that are no longer supported by the respective manufacturers.

The goals and targets discussed by the Tanzania Development Vision (TDV) 2025 are promotion of science and technology, education and promotion of Information and Communication Technologies (ICTs). The University of Dar es Salaam being the leading and old university in the country has a significant role towards achieving the TDV 2025 goals.



## **Way Forward**

### **2.3.1 Financial resources**

It is envisioned that UDSM shall continue to strengthen the diversification of funding sources both (local and external) in order to meet the growing institutional needs. It will do so by having arrangements that will ensure long-term financial sustainability.

Focus will therefore be on:

- Establishing a comprehensive resource mobilization framework (policy, strategy, an independent trust fund);
- Strengthening arrangements to develop and manage the provision of commercial services related to the resources of the University;
- Build capacity of staff regularly in resources mobilisation;
- Establish an optimized fee structure for the various services to be provided;
- Develop training products that can attract fee-paying students and sponsors;
- Require/encourage senior academic staff/research chairs to bring in world class research projects;
- Undertake consultancy and contract research services;
- Undertake strategic investments including in real estates; and
- Develop mutually beneficial strategic partnerships related to the core mission of the University.
- Reinforce the programs towards gender mainstreaming in University processes and functions in line with the National policies;

### **2.3.2 Quality Infrastructure**

Infrastructure entails physical and hard infrastructure and facilities as well as ICT as an enabler for the University business.

#### **2.3.2.1 As for the physical infrastructure and facilities, UDSM aims at:**

- Mobilizing resources to build/expand facilities to match the demand in a prioritized manner (offices, classrooms, laboratories, technology park(s), staff houses, student hostels)
- Expand strategically to new locations with the country and the region.
- Acquire more land for expansion of activities and future investments
- Maintain and preserve the value of existing facilities
- Take firm action to get ICT in mediating all academic and administrative functions of the University.

### ***2.3.2.2 ICT as an enabler of the university business***

Rapid developments in deployment and use of Information Communication Technology (ICT) worldwide have inclusively affected both the pedagogy and administrative approaches of the academia. The University of Dar es Salaam (UDSM) is no exception. Several initiatives are being undertaken by UDSM to see to it that in her Vision 2061, the University keeps pace with the agility in the integration and use of ICT in teaching, learning, research and public services offering.

#### **Way Forward**

As we go into the next 50 years the University shall review and refocus its ICT development programme and take special measures:

- In harnessing the full potential of ICT to support national development efforts including transforming UDSM into e-University in terms of IT infrastructure and services upgrade,
- In teaching, learning, research and access, the University in collaboration with development partners and international institutions to create and develop ICT applications and multimedia content locally to support teaching and learning, including improved e-learning environment for both campus and distance learners.
- Enhancement of e-Library services,
- Having strong involvement and partnership with both local and international ICT firms in establishing an ICT Park with basic infrastructure for IT businesses to house a modern Data Centre, state-of-the-art software development Laboratories and Call Centre functions, among others,
- Establishing the state-of-the-art research and development infrastructure, and creating an ICT incubation centres in support of the government efforts for transforming Tanzania into a knowledge society through ICT acquisition, innovation and deployment in various sectors of the economy.

Similar to other components, in ICT component UDSM will proactively go for public, private and joint venture investments in ICT infrastructure and software development on campus to improve and enhance access of quality ICT services that support both academic and business environments.

### **2.3.3 Critical Networks**

Partnerships between the university and industry promote technological innovation which triggers the essence of problem-based learning and eventually –joint moulding of the graduates between industry and university. University-industry collaborations enable students to develop their innovation skills to

gain hands-on experience. Collaborating closely with business and industry may provide the business arm of the university to commercialize its high-technology research output. Furthermore alumni relations are of strategic or high importance for the university development and for the strengthen of the partnership with the Industry. University promotion, alumni tracking, and new student recruitment are felt to be the most important benefits to be gained from engagement with alumni and the Industry. Generating additional funding from alumni is also seen to be an important benefit.

## **Rationale**

Likewise, funding linked to problem-based learning eventually leads to innovations, research and unified support resulting into employability of the university graduates. Simply put, to thrive in the cut throat competition in terms of labour, innovations, funding and knowledge, there is a strong need for the UDSM to develop strong collaborations and partnerships with the private and public sectors and her alumni in Tanzania, EAC and beyond. When analysing the current situation, one may detect limitedness of the industry-UDSM links except for the few areas such as the business and entrepreneurship (UDBS), engineering and innovations (CoET) and legal services (SoL).

At institutional level, the University has not been able to tap into its alumni save for a few activities in the 50th celebrations. Since its establishment in 1961 the University of Dar es Salaam is alma mater to about 56,000 individuals who graduated from its several campuses. It is thus important at this stage that while planning for the next 50 years the University would like to trace her Alumni, and continue to keep them informed of the affairs of the University as well as involve them in the many challenges she is facing. The University of Dar es Salaam has not been proactively fundraising, yet at the same time is highlighting the lack of funding as a major problem. Alumni can help build relations and help in connections and also can increase employability of the graduate. Thus it is important the University refocus its connection with her alumni and use them appropriately by making the building of a relationship the priority.

## **Way Forward**

The UDSM 2061 Vision recognizes the:

- Need for putting in place an operational structure and mechanism that proactively promote external linkages to enable the university tap the external potentials with the public and private sectors as well as alumni,
- Need for the industry, particularly private sector to be represented in the relevant organs of the university
- Need to foster programs and the pedagogical approaches – linked problem based learning so as to address the immediate and long term practical challenges in the industry,
- Relevance of curricular to be responsive and promoting the university-industry partnership
- Significance of strengthening the outreach programs to address the needs of the private, public sectors as well as civil organizations

- Need for the university to promote proactive rather than reactive mindset to societal needs,
- Importance to exert deliberate efforts to get feedbacks from the stakeholders with regard to relevance of research problems, knowledge gaps and relevant programs for national development,
- Criticality of cultivating and nurturing future alumni through the positive students experience for students and their parents/guardians while studying in order to acquire affinity and loyalty with UDSM;
- Cultivating networks with alumni within and outside the country to project and market the UDSM in the society
- Development of culture of giving by working closely with alumni
- Creating space in UDSM governance/management for active voice from Alumni as the Alma Mater
- Put in place effective Alumni management information and communication system.

### **3 CONCLUSION**

UDSM has articulated a new 50 year vision and relevant supporting pillars. The University management appeals to her stakeholders for support towards realizing the articulated Vision 2061. The government is requested to construct a supportive external supportive policy environment and create the financing and regulatory conditions that enable and encourage UDSM to compete at international level in quality, relevance, international students and faculty, research grants and awards. UDSM also welcomes active participation of the private sector and the philanthropists in steering the new development of our institution in governance and in pursuance of vision.

This is a University Vision for the next fifty years. It is a living vision and thus calls for planned review of its progress so as to gauge its direction and refocusing to cope with emerging challenges, compelling societal changes and more importantly to address the needs of Tanzanians. The University of Dar es salaam is a PEOPLES University and wishes to remain as such and will therefore invite stakeholders to participate in reviewing and interrogation of its strategic direction.

Visions once crafted must be implemented and mechanism to do so must be charted out. This vision has therefore been developed in tandem with the UDSM Ten Year Corporate Plan which will in turn be translated into an implementation strategic plan composed of verifiable objectives, strategies, performance targets and indicators, as well responsible actors for each strategy.