



STRATEGIC PLAN

2022-2030



University of Seychelles
February 2022

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Council Chairperson's Foreword

UniSey is now into its second decade. It has been a time of constant learning and development. Now we are acknowledged as the national university of our small island state. This gives us an enhanced role and opportunity to contribute even more to the life of Seychelles. Our new Strategic Plan shows how we will do this.

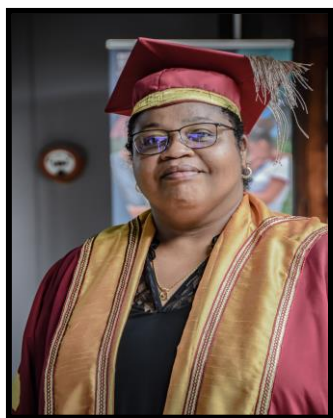
We look ahead to 2030, by which time our immediate plans will be realized. We will be part of the nation's continuing transition to a knowledge economy; we will offer our students a greatly improved learning environment; and we will have a stronger international profile. Meanwhile, we will look for further ways to improve our policies and procedures, so that UniSey is highly regarded - within Seychelles and overseas - as a well-run university.

Nor will we neglect our position as a small-island university. Being small imposes its own limits but it also has the advantage of placing us close to the heart of government and the country's private institutions. There are abundant opportunities to make a real difference in our own nation. And, in doing this, we will seek new ways to collaborate with universities in other small island states, within our own region and also beyond.

This is a time of great change. There will be new opportunities in the years ahead as well as new challenges. We must be prepared for both. To fare well in the future, the university must be well organized, with robust policies and strong leadership. This latest strategic plan (the third in our short history) shows that UniSey has come of age. There is a sense of confidence and maturity that can only result from experience.

Being the national university is a matter of pride but also it brings with it added responsibility. The Vice-Chancellor is well aware of this and she and her team have worked long and hard to produce this resilient plan. It is a team effort and is warmly supported by the University Council. We work closely together and our joint hope is that the nation will benefit from its university. Not least of all, it is our wish that future generations of students will gain the necessary skills and vision to play their own part in taking Seychelles forward.

Emeritus Professor Dennis Hardy
Chairperson of Council, University of Seychelles



Vice-Chancellor's Statement

On the 17th September 2022, the University of Seychelles (UniSey) will celebrate its 13th anniversary. A lot have been achieved by both students and staff since 2009. UniSey has confidently adapted itself and adopted relevant and appropriate strategies, actions, modes that helped it face challenges and rise above them. As a result of its resilient and determined approach, great academic performances, as well as highly-relevant research, have been produced and have, thus, contributed directly towards the National Development Goals of Seychelles.

Through this third Strategic Plan since its inception, UniSey takes another step towards the realisation of its core mandate, which is to transform the nation into an educated, reflective and professional population, to make higher education more accessible to every Seychellois and to lead empirical research in various fields of national interest. This Plan succeeds the Strategic Plan 2017-2021 that was evaluated as we went through the process of designing the new strategy. UniSey Council, Executives, staff, students, alumni and stakeholders participated in this exercise. We took numerous months to re-define our vision, re-affirm our values and decide on strategic objectives and pathways that will better suit our mission as the sole national university in and of Seychelles.

Our new Strategic Plan 2022-2030 confirms UniSey's ambition to take its role as the national university extremely seriously and concretely participate in the socio-economic transformation of Seychelles. Building a strong knowledge-based society remains one of our main objectives, and we intend to play a more visible role in giving access to professional development and research opportunities to and from Seychelles. UniSey will adopt a more appropriate business model and we will strive to develop a green-field campus. Our aspirations towards destination 2030 are put in perspective in this new Plan.

Heartfelt gratitude goes to all Council members, the Executive Team, staff, students, alumni and stakeholders who participated in the design of this Plan; it is the result of long hours of discussions, decisions and strategising that we can all proudly and enthusiastically embark on towards destination 2030. We are counting on the support and contributions of our partners in the public and private sectors, nationally and internationally. Success comes when we work as a team towards a common goal: to transform our nation!

Joëlle Perreau
Vice-Chancellor, University of Seychelles

1.0 Beliefs, Values and Aspirations

Our Vision (Destination 2030)

As the national university, we aspire to be at the heart of the socio-economic transformation of Seychelles and the SIDS community more widely, and in our own unique setting, to contribute to global knowledge and understanding.

Our Mission

To foster a vibrant community where staff and students excel in teaching, learning and research in an atmosphere of discovery, creativity and innovation, that drives and focuses on the building of the human resource capacity required to help Seychelles achieve its development goals and that contributes to solutions for emerging 21st century challenges.

Our Core Values:

RESPECT

We foster a culture of respect for every person.

TOLERANCE

We nurture tolerance of beliefs and are receptive to personal points of view and culture of others.

TRANSPARENCY

We encourage intellectual openness, honesty, professional ethics and open communication.

TEAM SPIRIT

We promote team spirit in all our activities, where the faculty, staff and students work together for a common vision and collaborate with our partner institutions to maintain the highest possible standards.

QUALITY

We strive for excellence, consistently aiming for the highest quality outcomes.

INNOVATION

We promote creativity, innovation and an entrepreneurial spirit for growth and development

ACCOUNTABILITY

We espouse the highest level of corporate responsibility and accountability in all our decisions and actions that we undertake

2.0 Our Picture of Success (*Strategic Objectives*)

What will UniSey be like in the years through to 2030? What will be our evolving picture of success? To bring our vision to life, we must progress and deliver on the following strategic objectives:



CUSTOMER

- We attain and defend a domestic market share of not less than 75% for programmes of study that we offer in terms of number of students who qualify for further education.
- We meet a minimum yearly target intake of 30 international students by 2030.
- We obtain an employer satisfaction rating of not less than 90% in terms of the quality of graduates across all programmes.
- We ensure that 100% of our graduates are employed within 6 months upon successful completion of their programmes.
- We ensure that over 90% of our customers are satisfied with the quality of our products and services.
- We aim for a minimum success rate of 85% in all programmes.
- We meet a student retention rate of not less than 90%.
- We ensure that 100% of local students who meet the selection criteria have the opportunity to follow international internship exposure by 2030.



CASH

- We achieve and sustain a revenue portfolio of 60% of inflows from government-sponsored funds and 40% through other sustainable financing mechanisms by 2030.
- We have a positive Net Cash Flow to meet a minimum of 6-month operating expenses.
- We sustain a minimum of 20% trading profit.
- We aim for a minimum of 5% compound annual growth rate in revenue.



CORE COMPETENCES

- We excel at balancing industry-specific work-based competences with excellent academic and research skills and all-round attributes.
- We are a recognised hub for research in matters that relate to small island developing states.



CORE RESOURCES

- We own a green-field campus powered by a minimum of 50% renewable energy by 2030.
- All staff members are well qualified and 50% of faculty members obtain doctoral qualifications by 2030.
- We provide access to world-class library materials.
- We provide research facilities to lead the research agenda in the SIDS community.



COLLABORATION

- We are a key collaborator with other stakeholders in the National Development Strategy.
- We have a productive win-win portfolio of strategic alliances and networks.
- We are an active member of international university associations/organisations.
- We manage project-based MoUs with local, regional and international partners that directly benefit teaching, learning and research.



COMPETITION

- UniSey is positioned and reputed as one of the top competitive and fit-for-purpose small universities in the Small Island Developing States communities, especially in the related areas of Environment, Tourism and Blue Economy.
- We are the authorised entity in Seychelles to form alliances with external Universities.



COMPLIANCE

- We fully meet all the applicable financial, education and management compliant standards and obligations.

3.0 Measuring Progress

The 'Log frame' that follows presents the key indicators for success and their evolution over time. *(Subject to further alignment)*

	Indicators	Timeline								
	Baselines	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Customer									
1.	Domestic market share	75%	75%	75%	75%	75%	75%	75%	75%	75%
2.	Minimum yearly target intake of international students	5	10	15	20	25	30	30	30	30
3.	% of employers satisfied with the quality of graduates	90%	90%	90%	90%	90%	90%	90%	90%	90%
4.	% of graduates employed within 6 months upon successful completion of programmes	100%	100%	100%	100%	100%	100%	100%	100%	100%
5.	% of customers satisfied with the quality of our products and services	90%	90%	90%	90%	90%	90%	90%	90%	90%
6.	Success rate in all programmes	85%	85%	85%	85%	85%	85%	85%	85%	85%
7.	Student retention rate	90%	90%	90%	90%	90%	90%	90%	90%	90%
8.	Local students' international internship exposure	5%	5%	10%	15%	20%	40%	60%	80%	100%
	Cash									
9.	% of non-government sustainable financing mechanisms	5%	10%	15%	20%	25%	30%	35%	40%	40%
10.	Net Cash Flow to meet operating expenses	3mths	4mths	5mths	6mths	6mths	6mths	6mths	6mths	6mths
11.	Trading profit	10%	12%	14%	16%	18%	20%	20%	20%	20%

12.	Compound annual growth rate in revenue	5%	5%	5%	5%	5%	5%	5%	5%	5%
	Core Competence									
13.	We excel at balancing industry specific work-base competences with excellent academic skills and research and 21 st century skills and all-round attributes			✓	✓	✓	✓	✓	✓	✓
14.	Research publications per faculty in referred journals per annum	5	7	9	15	15	15	15	15	15
	Core Resources									
15.	Green-field campus powered by renewable energy by 2030									✓
16.	50% of faculty members having obtained doctoral qualifications by 2030									✓
17.	Access to world class library materials		✓	✓	✓	✓	✓	✓	✓	✓
18.	Adequate research facilities (based on established minimum equipment list (MEL))		✓	✓	✓	✓	✓	✓	✓	✓
	Collaboration									
19.	A key collaborator of the National Development Strategy	✓	✓	✓	✓	✓	✓	✓	✓	✓
20.	Productive win-win portfolio of strategic alliances and networks	✓	✓	✓	✓	✓	✓	✓	✓	✓

21.	We are active members of international university associations/organisations	✓	✓	✓	✓	✓	✓	✓	✓	✓
22.	We manage project-based MoUs with local, regional and international partners that directly benefit teaching, learning and research	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Competition									
23.	UniSey is positioned and reputed as one of the top competitive and fit-for-purpose small universities in the Small Island Developing States communities especially in the field of Environment, Tourism and Blue Economy				✓	✓	✓	✓	✓	✓
24.	We are the main local authorised entity in Seychelles to form alliances with external Universities	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Compliance									
25.	We fully meet all the applicable financial, education and management compliant standards and obligations	✓	✓	✓	✓	✓	✓	✓	✓	✓

4.0 Main Opportunities

We will be resourceful and alert to new opportunities in our quest for excellence. In particular, there are four opportunities that we will exploit:

- As a nation, Seychelles has built its brand name as a leader in the fields of Environment, Tourism and the Blue Economy. We will develop and refine our programmes to position UniSey as one of the leading small universities in these fields.
- The potential for collaboration and cooperative strategies with other universities, and higher education and research entities is increasing. The opportunity for us to build on our strengths through different forms of strategic alliances is both, an opportune moment and feasible, given the global drive to establish South-South and North-South coalition platforms.
- Seychelles is committed to transforming the bases of its domestic economy as it recovers from the Covid-19 setback and strengthens its position as a high-income economy. UniSey is well placed to take a major role in this transformative process.
- There is a significant market of local degree holders who are now seeking opportunities for additional learning and skilling programmes in fields such as Computing and Artificial Intelligence, Financial Services and Compliance, Accounting Standards, Business and Entrepreneurship, Innovation, Leadership, Bilateral and Multilateral Cooperation. UniSey is well placed as the local provider to meet these demands.

5.0 Main Challenges

Whilst we will prioritise opportunities, we are also aware of the barriers that could derail growth and development. We have identified five main challenges that we must counter:

- We depend almost entirely on government-sponsored inflows. Whilst public funding will remain the primary source of investment in the national university, we must also actively and creatively explore, invest and tap into alternative sustainable revenue streams to support our operating expenses and capital expenditure.
- The opportunity for UniSey to exploit the value of economies of scale is severely restricted by nature of the small market size. As such, UniSey's tuition fee is relatively higher than competing universities and this could be a barrier for us to attract foreign students and local students who are self-funding. Without compromising the quality of

the services that we offer; we must creatively take steps to improve the price competitiveness of our programmes.

- The Re-accreditation process led by the Seychelles Qualifications Authority (SQA) has flagged a number of gaps and challenges with our management operational effectiveness. Some of those gaps are enforcement of policies and management best practices, whilst others would require injection of resources. If left as they are, those gaps could have negative brand implications. Therefore, the implementation of the necessary corrective actions must be one of our priorities to elevate our position in the higher education market.
- There is a tendency to work in silos at the expense of greater organisational learning, innovation and inter-department networking and synergy. We must promote inter-departmental engagement to ensure strong mutually-beneficial partnerships so as to respond more proactively to external challenges and opportunities.
- We are now in the era of a digital economy, where technology is reshaping how contents are delivered to consumers. Teaching and learning is changing fast as technology removes traditional access barriers. We see an accelerated convergence towards a globalisation trend of delivering educational content from larger, reputable universities and media platforms that are targeting the global market for undergraduate and postgraduate programmes. The level of competition and rivalry in the tertiary education industry is expected to increase, as markets become more price-sensitive and delivery modes become more effective and less expensive. We need to rethink our business model and value creation system against such a global threat. We can work within our regional cluster to progress programme rationalisation and institutional specialisation and promote new programme development. We must build new strategic alliances to bring mutual and sustainable benefits on a local, regional and global scale.

6.0 Strategic Pathways

The achievement of our vision and the picture of success is crafted and anchored on eight strategic pathways and a portfolio of activities as outlined below.

The eight strategic pathways are:

- i. Invest in the overall quality of teaching and learning;**
- ii. Grow our portfolio of consultancy assignments;**
- iii. Expand the scale of influence of our Research Institutes and Faculties, both locally and internationally;**
- iv. Build stronger and more dynamic ‘win-win’ strategic alliances and networks;**
- v. Nurture UniSey’s brand image;**
- vi. Grow and diversify revenue streams and improve cost efficiency;**
- vii. Invest in core infrastructure;**
- viii. Embed a culture of high performance and organisation-learning and development.**

6.1 Invest in the overall quality of teaching and learning

- 6.1.1 Establish a preparatory programme with feeder Professional Centres to ensure early acquisition of a higher level of academic writing and reasoning skills so as to elevate the skill level of candidates who apply for degree programmes.
- 6.1.2 Remodel the curriculum to bring more local contextualisation, to balance work-based functional requirements and academic performance. This will be done by integrating professional qualifications where this is possible and balancing both knowledge acquisition and skills portfolios to ensure a higher level of marketability, employability and graduate attributes.
- 6.1.3 Introduce essential 21st century soft and technical skills across all programmes and make student learning more enriching.
- 6.1.4 Recalibrate the internship scheme to provide international exposures as part of the learning experience, through student exchange and other forms of partnership arrangement.
- 6.1.5 Give greater prominence and allocate more resources to the Environment, Tourism and Blue Economic programmes to reflect the leadership position of Seychelles in these areas.
- 6.1.6 Set up a university business incubator.
- 6.1.7 Implement an innovation competition for students and staff.

6.2 Grow the portfolio of consultancy assignments

- 6.2.1 Review UniSey's Consultancy Policy Framework to ensure a more equitable investment and reward system and the emergence of more institutional support to promote consultancy.
- 6.2.2 Introduce consultancy training, internal and external coalitions to build additional capacity and capability in areas where UniSey has a competitive advantage.
- 6.2.3 Set up a structure and system to proactively seek consultancy assignments such as registering on the main multinational consultant platforms.

6.3 Expand the scale of influence of our Research Institutes and Faculties locally and internationally to solve real-world problems

- 6.3.1 Establish a robust governance framework, including an ethics review board and a central research fund; priority will be given to research projects that contribute to academic and national development priorities. Research will be promoted and conducted with the highest ethical standards and to build greater synergy and collaboration between government ministries and other research collaborators.
- 6.3.2 Tap into the commercialisation potential of research to attract more foreign students and researchers at different degree levels. Promote Seychelles as offering unique opportunities for research in fields such as child development, environment, creole studies, blue economy and environment, peace and diplomacy, and multi-lingualism.
- 6.3.3 Increase the market penetration, positioning and target audiences of the *Seychelles Research Journal* to disseminate research findings and for it to become one of the main publications to carry research papers in the small island states community. Support the further development of UniSey Press as a publishing house.
- 6.3.4 Partner with other collaborators to transform UniSey as the main Research Centre and central repository of local research papers.
- 6.3.5 Organise a yearly Research Convention in partnership with other local and international collaborators.
- 6.3.6 Foster a culture of innovation by faculty members by creating a university innovation fund, in order to develop innovative concepts, and spin-offs and incubate business ideas within the university and externally.
- 6.3.7 Invest in adequate research facilities such as physical space and modern work stations, research tools, access to journals, research apps, laboratories, databases, proper library services and documentation.

- 6.3.8 Put in place a system to grow the number of doctoral students and to promote staff to different academic roles such as supervisors, reviewers, examiners, professors to build a talent pool of researchers.
- 6.3.9 Co-design projects and processes across sectors, disciplines and community to foster a culture of research that meets the current needs of stakeholders, at national and regional level.

6.4 Build stronger and more dynamic ‘win-win’ strategic alliances and networks

- 6.4.1 Formulate a matrix of mission-critical assets and competences that are necessary to support the development of UniSey and identify those that can be sourced through alliances and networks.
- 6.4.2 Formulate a strategic alliance and network development policy framework and strategy. Implement and manage the strategy to continue to promote a culture of resourcefulness and to build meaningful collaborations with reputable local and international partners, in alignment with UniSey’s development plan and Seychelles National Development Strategy.
- 6.4.3 Build a database of all degree holders in Seychelles and foster a culture of life-long learning.
- 6.4.4 Develop more opportunities for UniSey’s Alumni community to contribute, participate and invest intellectually, as well as financially, in the university’s growth.

6.5 Nurture UniSey’s brand image

- 6.5.1 Prepare and implement a brand development and brand management strategy and toolkit.
- 6.5.2 Put in place an appropriate structure, system and sufficient resources to fill the operational effectiveness gaps outlined in the SQA accreditation audit findings, and ensure that UniSey is compliant in all areas of financial, educational, management, control and risk management.
- 6.5.3 Put in place an appropriate structure, system and sufficient resources to implement the validated recommendations outlined in *“2021 Building the One Plan Dialogue Report – support staff”*
- 6.5.4 Develop and implement a customer experience and service strategy for UniSey to improve its service delivery and to be amongst the top service providers in Seychelles.

6.6 Grow and diversify revenue streams and improve cost efficiency

- 6.6.1 Set up a cross-functional team to drive business development, revenue growth and cost efficiency.
- 6.6.2 Target the Alumni segment and others with up-skilling, short-term courses.
- 6.6.3 Improve marketing initiatives to rent out theatre facilities and selected non-invasive advertising space.
- 6.6.4 Improve networking and create a tiered framework to tap into philanthropic investment and funding and create a 'Friends of UniSey' membership system.
- 6.6.5 Activate diplomacy marketing to tap into bilateral and multilateral funds.
- 6.6.6 Organise selective high-profile fund-raising activities (such as Conferences, UniSey Ball, UniSey Lottery in which winners receive tradable scholarships).
- 6.6.7 Trade corporate sponsorships for scholarships, brand association, visibility, advertising space with local and international legal entities (for example, adopt a block, a room, the library).
- 6.6.8 Invest in smart merchandising
- 6.6.9 Introduce student loan facilities funded by the private sector, government and others for self-financing students.
- 6.6.10 Set up UniSey's Board of Trustee Foundation for raising funds, managing endowments and grants.

6.7 Invest in core infrastructure

- 6.7.1 Improve the existing IT core infrastructure to facilitate access, speed, redundancy and web and appropriate social media presence and to enable flexible learning to enhance the learning experience of clients.
- 6.7.2 Improve the library digital and physical resources to build a larger and modern inventory of library materials.
- 6.7.3 Network with local and overseas laboratories to improve access to research equipment and facilities.
- 6.7.4 Build a Green Field Campus with students' accommodation and sports facilities based on renewable energy and financed by mixed financing mechanisms.

6. 8 Embed a culture of high performance and organisation learning and development.

- 6.8.1 Introduce a more structured programme for new employees. Ensure there are recurrent participatory management best practices that promotes a culture of inclusiveness, involvement, participation, ownership, accountability, inter-department collaboration, organisational learnings and result-based performance.
- 6.8.2 Implement a recurrent high-performance management and leadership development stimulus and personal development programme for all supervisory, management postholders and academic staff.
- 6.8.3 Integrate a balanced and robust annual appraisal system with a clear routine and development performance indicators for all employees.
- 6.8.4 Develop and implement corporate and departmental scorecards to track performance against plan and communicate results.
- 6.8.5 Establish a succession planning system based on inclusiveness and transparency.

7.0 Implementation Guidelines

The implementation of the 2022-2030 strategic plan will work in parallel with our SQA accreditation action plan. The project will be evaluated and reviewed annually to monitor progress and ensure objectives are being met.

- The Council is the accountable party for the introduction of the Strategic Plan.
- The VC and the Executive team are the responsible parties for implementation and reports progress to the Council periodically.
- A strategy champion is normally appointed to assume the overall coordination of the Strategic Plan and is answerable to the VC.
- A Project Leader and a cross-functional team is appointed for each project.
- Some projects will require external support and the appointment of the selected parties must be well-coordinated so as not to delay project roll-out.
- The number of projects that run concurrently per Project Leader has to be managed to maintain an acceptable work-life balance.
- Project preparation and approval must follow the budgeting and CAPEX approval process.
- Strategic management and operations management are deeply intertwined and must have common goals and must feature on the monthly meeting agenda.

8.0 Control and Evaluation

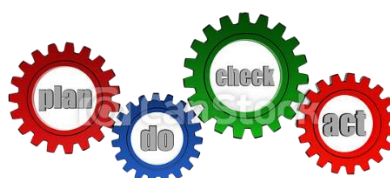
The Council is responsible for the formal approval of UniSey's Strategic Plan, which it must sign off.

- The approved Strategic Plan is presented to the staff of UniSey after sign-off.
- The Project Champion, Project Leaders and project teams are officially appointed (even for those with an extended commencement date).
- The Project Implementation Plan and Tracker serves as the dashboard that monitors adherence to the plan and is updated with clear document control protocols.
- The Log frame is used to monitor the impact of strategy implementation.
- During the management meeting, a dedicated slot is allocated to discuss progress and issues related to strategy implementation. Non-sensitive issues are shared with the staff community.
- Similarly, during the Council Meeting, a dedicated slot is allocated to discuss progress and issues related to the strategy implementation.
- A half-yearly progress report, is prepared and forwarded to key stakeholders and an annual report is also made public
- A business case is prepared for each project for approval by the Executive Team and Council as per proposed schedule (integration of key processes).
- UniSey's Executive Team conducts quarterly risk and opportunity reviews, and a revised risk and opportunity profile of the university is produced.
- The Council and UniSey's Executive Team review the Strategic Plan twice a year (January and June), to check relevance and strategic fit to the new operating environment.
- The Champion captures the emerging strategic objectives and activations from Council and Executive Team review in the form of a revised Project Implementation Plan and Tracker with clear document control protocols.
- Emerging strategic issues are translated into projects based on standard operating procedures.
- The Human Resource Department ensures that strategic objectives and supporting activities are captured in the appraisal system, as per proposed schedule (integration of key processes).

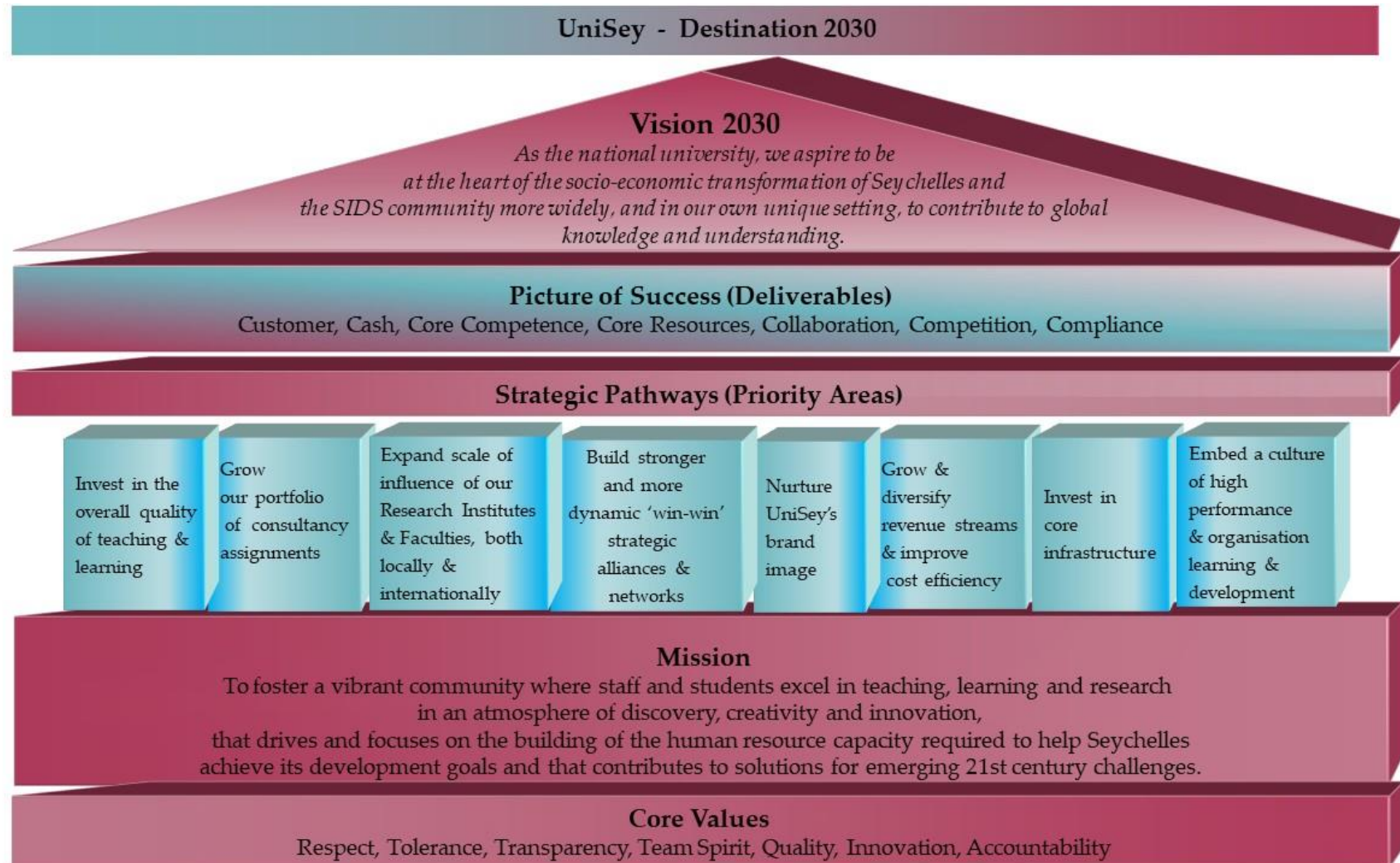
9.0 Process Integration

Integration of key processes

Mission Critical Process	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Implementation of Yr-1 Projects and Monthly Progress Reporting	Yr-1											
Review Strategic Plan												
Periodical R&O Analysis												
Business Case Planning Cycle												
Approval of Business Case												
Talent Forecast and Training Need Analysis												
Budgeting Opex & Capex and Revenue Plan												
Assign Task in Plans and Target (RAS)												
Appraisal												



10.0 UniSey Destination 2030





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