CAREER TRAITS

- **Knowledgeable**: having expertise in at least one area, with a broad understanding of other disciplines
- **Hardworking**: motivated, result driven and committed to delivering work of the highest quality both independently and in a team
- **Articulate**: able to communicate information eloquently, effectively and appropriately to a given audience
- **Innovative**: creative and always striving to improve existing ideas, processes and products to achieve better results
- **Entrepreneurial**: able to identify opportunities and take measured risk to create value

PERSONALITY TRAITS

- **Ethical**: having unquestionable integrity and accountability
- **Positive**: being friendly, helpful and optimistic
- **Confident**: having high self-esteem with an ability to take decisions
- **Scholarly**: committed to lifelong learning and research, driven by the curiosity to acquire new knowledge

SOCIAL TRAITS

- **Socially responsible**: aware of one’s responsibilities to the community, and appreciative and tolerant of all cultures
- **Environmentally aware**: conscious of the impact of one’s actions on the planet

The Botho Graduate Profile is the final product we aim to produce. Not all these traits can be promoted from the classroom. We also recognise that most of our students are 19 years old and above and hence can be classified as young adults with many habits already deeply ingrained. To transform them to match this profile needs a concerted effort including creating a mind set change. It is the aim of the University to create an institutional culture that encourages students to realise their full potential. A new Directorate for Development was established three years ago and we have increased opportunities for students to test their skills out in safe environments through our Projects Office and internship programmes. Further through the Faculty of Continuing Education many programmes are being developed which can help the graduate acquire additional skills making them more employable. A personal management programme and many Careers Office initiatives give students an opportunity to be self reflective. The student feedback includes a self evaluation section. A number of extracurricular activities including sports are also encouraged.

All curricular and extra curricular activities such as internships are built around the profile thus drawing students to focus to their personal responsibilities of attaining the required attributes.
The senior management of Botho University is proud to present the strategy plan for the period 2013-2017. This plan was built with inputs from a wide stakeholder group that includes staff, student leadership and external stakeholders such as regulatory bodies, government, community leaders, employers and the industry.

It should be noted that we were given approvals to operate as a university in March 2013, almost at the early stages of this plan. Most of our objectives remain the same even with the change of status except that the objective of becoming a university could now be read as creating a world-class university.

A review of the previous strategy plan 2008-2012, showed that the institution had achieved most of the goals that were then considered ambitious. The confidence gained by exceeding expectations on the previous plan brings a great deal of energy and enthusiasm into the current planning process.

The year 2012 marked the 15th anniversary of Botho and this milestone was celebrated by “doing more” for the community we serve. The previous strategy established strong academic and management structures that drive sustainable quality through well-defined processes and committed human resources. The current strategy plan proposes to take the institution to great heights since the college became a university. We now offer our own programmes and have steadily increased the number of faculties and programmes, including a proposed Engineering faculty, we have also successfully created an enabling environment for research. The stage is set for Botho to become a powerhouse of knowledge creation, a strong provider of quality education and a driver for social transformation in Botswana.

Our focus on providing an excellent student experience has now been recognised by the market as we see an overwhelming number of applications for entry. The Botho Graduate Profile sits at the centre of all our endeavours to produce a well-rounded graduate who has employability skills and who can contribute to nation building and community development.

Botho University can be said to be a child of the nation, born and nurtured by Botswana’s progressive policies that support the development of private tertiary education. We recognise the key role we play in supporting the national strategy for economic diversification and the national Vision 2016, we aim to produce valuable human resources in critical disciplines such as Computing, Accounting, various Business fields such as, Jewellery Design, Hospitality and Tourism, Health Administration and Engineering.

This strategy shall take the organisation on a path of growth and excellence in the next four years. The following four key results are expected of this strategy:

- Building a university
- Investment in staff development
- Improved student performance
- Offering a wider range of quality programmes in critical disciplines

Sheela Raja Ram
Vice-Chancellor and Managing Director, Botho University, Botswana
VALUES, MOTIVES AND BELIEFS

VISION
Botho aspires to be a centre of excellence in higher learning and a driver for positive social and economic change.

This vision has two distinctive parts; the first one is about being a centre that promotes best practices in higher education through leadership, collaboration and shared learning. The institution should lead by example and demonstrate excellence by having well-designed organisational structures and methodologies that promote learning and leadership at all levels. The second part deals with the institution’s role in creating positive social transformation within its community through learning activities and ideas that generate acquisition of knowledge, skills and a positive mindset that allows the community to become useful citizens in the economy.

MISSION
We will operate on a strong financial and viable business model, providing a quality educational experience, continually benchmarked on national and international academic standards to produce well-rounded employable graduates for the global market.

This mission has been defined as part of a consultative strategy planning process, drives most decisions and is widely publicised.

Our mission focuses on the following:
1. Our mission is about how a private organisation can achieve “public good” by focusing on the critical aspects.
2. A student-centric approach to provide a quality educational experience.
3. Focus on graduate employability for a global market, recognising that our graduates may need to seek work beyond our borders as Botswana is a small economy.

Our mission, vision, goals and values are in convergence with the national vision Vision 2016. Particularly the pillars related to education, prosperity, productivity, innovation and compassion.

VALUES
- Botho
- “Do More”
- Excellence
- Innovation
- Leadership
- Integrity

Our values are aligned with our Vision and Mission.

Botho is a national value that we share and is a composite of many critical human values such as humanity, respect, humility, and ethical behavior.

“Do More” is a value we have coined to push for more productivity in everything we do. We will walk the extra mile, teach the extra lesson and smile the extra smile.

Excellence is about seeking perfection in everything we do.

Innovation as we learn to use what we have to achieve more. With a small market economy Botswana needs to innovate to grow the economy.

Leadership demonstrates that we will lead by example. Our staff and students will take the lead in whatever they do.

Integrity is about honesty, accountability and zero tolerance for corruption.

The organisational values are also meant to encourage our staff and students to think about their own personal values.

GOALS

The strategic goals straddle across three key areas:

- Our main purpose academic quality;
- Our focus on business viability and;
- Our role in the community.

The academic focus is entirely on quality, by spelling out what type of institution we are and our focus on our staff and students by building the right environment. We know the type of graduates we wish to produce.

ACADEMIC GOAL 1: Become a leading multi-disciplinary institution of higher learning and continuing education offering a diverse range of quality niche programmes, including areas of accounting, business, computing and engineering, tailored to the requirements of the region.

Objective 1: BUILDING THE UNIVERSITY
Building a sustainable and successful university for the benefit of the society.

This is perhaps a major transformational objective as it goes well beyond just nomenclature. Becoming a university affects the fundamental ethos and will address many of the objectives raised in this strategic plan.

Strategies:
- Develop a strong human resource base to build the university
- Continuously review governance structures and establish those required
- Evaluate the performance of the governance structures

Objective 2: MARKETING
Develop a strong marketing plan that increases Botho University brand recognition as a leading institution.

Strategies:
- Identify target markets
- Identify the unique selling points
- Match marketing activities to target markets

Objective 3: NEW PROGRAMMES
Conduct a thorough market survey to identify higher education and continuing education needs for the region; identify niche programmes and develop curricula to meet market needs.

Strategies:
- Commission and conduct a thorough market survey to identify new niche opportunities
- Design and develop the curricula and programmes to suit the identified niches
- Expand existing programmes to meet the increasing demands of the market
- Cost the programmes
- Package the programmes and market them

Objective 4: INTERNATIONALISATION
To have at least 5% of the student population as regional and other international students.

Strategies:
- Intensify marketing in the region
- Open regional marketing offices
- Explore the need for creating an International Office to service international students
- Explore the construction, rental or conversion of accommodation for student residence
- Appoint a task group to determine the feasibility of a public-private property development
Strategies to reach this goal include campus expansion at all locations, investment in more technology, sourcing research funding and increasing the number of doctoral staff. Ensuring that most academic staff have teaching qualifications, increase of industry collaboration, and including ethics and entrepreneurship into the curriculum.

Objective 1: CAMPUS DEVELOPMENT AND PLANNING

Explore the possibilities of expanding all the campuses to provide a better learning environment for the learners and also to meet the expansion plans.

Strategies
• Construct a fit for purpose campus in Francistown
• Expand Gaborone campus to meet the needs of additional disciplines and growing student population

Objective 2: VIRTUAL LEARNING ENVIRONMENT

Build additional technical infrastructure to promote a virtual learning environment which could provide additional support to the learners.

Strategies
• Explore options and invest in a Virtual Learning Environment (VLE) platform (e.g. Moodle, Blackboard)
• Establish and expand a Central Knowledge Repository
• Train staff to use VLE effectively
• Negotiate and get additional bandwidth

Objective 3: STAFF COMPLEMENT

Have at least 20 doctoral staff through recruitment and study-funding support by 2017.

Strategies:
• Promulgate study fund rules and procedures
• Actively promote applications for study funding
• HR to look at hiring new staff with doctoral degrees

Objective 4: SOURCING RESEARCH FUNDING

Develop the capacity for sourcing research funding.
**Business Goal:**
Continue to maintain a financially robust and sustainable business model that encourages growth within dynamic market conditions.

**Objective 1: SOUND FINANCIAL PRACTICES**
Train senior managers to implement good financial practices.

**Strategies:**
- Document various effective costing models
- Train senior management in the use of effective costing models

**Objective 2: INVESTMENT COMMITTEE**
Develop substantive criteria and appoint an investment committee to manage the institution’s reserves in a sustainable manner.

**Strategies:**
- Develop criteria for investment committee
- Constitute the committee
- Formulate an Investment Policy

**Objective 3: GROWTH TARGET**
Growth in terms of contribution by 50%.

**Strategies:**
- Document contributions from various streams and identify criteria for growth
- Economic Value Addition analysis

**Objective 4: REVENUE SOURCES**
In order to diversify revenue sources, increase the number of self-sponsored students to 15% of registered students.

**Strategies:**
- Direct marketing to private schools to attract expatriate learners
- Direct marketing to business corporations
- Review pricing and payment plans
- Review merit, bursary or scholarship schemes

**Objective 5: REGIONAL EXPANSION**
Conduct a feasibility study regarding possible regional expansion.

**Strategies:**
- Brainstorm on areas of interest
- Commission study

**Objective 6: INTEGRATED MANAGEMENT SYSTEM**
Implement an integrated management system covering various operational aspects.

**Strategies:**
- All Botho programmes should be developed after having direct input from industry leaders
- Conduct road show visits to industrial human resources directors about custom-designed IT programmes suited for their employees

**Objective 7: VALUES AND ETHICS EDUCATION**
Build ethics as an integral part of learning at Botho University.

**Strategies:**
- Establish a values and ethics programme which students can attend as part of their programme of study either as a full course and/or master classes or seminars
- The programme will cater for the requirements on ethics for various professions
- Active implementation of the Botho Graduate Profile within academic and non-academic extra curricular activities

**Objective 8: ENTREPRENEURSHIP**
Build entrepreneurship as a fundamental component of integrated education.

**Strategies:**
- A task team to be set up to plan and implement the incorporation of entrepreneurial learning processes as a core element of appropriate academic programmes
- Develop a values and ethics programme which students can attend as part of their programme of study either as a full course and/or master classes or seminars
- The programme will cater for the requirements on ethics for various professions
- Active implementation of the Botho Graduate Profile within academic and non-academic extra curricular activities
Community Goal: Drive positive social and mindset change through our staff, students and alumni for the betterment of the society and community.

Strategies for our community strategic goals include a comprehensive Corporate Social Responsibility plan. Increase awareness among students about HIV/AIDS and alcohol and substance abuse, accessibility to the buildings for disabled, investing in more environment and friendly technologies. Fundraising for scholarships for disadvantaged but academically merit worthy students.

Objective 1: CORPORATE SOCIAL RESPONSIBILITY
Establish a Corporate Social Responsibility plan which involves staff, students and alumni.

Strategies:
• Survey to find out the work done by staff, students and alumni
• Adopt school/community through e-skills foundation and involve staff, students and alumni
• Where Botho University undertakes a community project, conduct a base analysis and complete a written impact assessment when the projects ends
• Connect through sports activities
• Recognise community service by awarding recognition certificates to staff and students
• Expand Project Office services

Objective 2: BEHAVIOURAL CHANGE
Develop and conduct series of workshops on HIV/AIDS, and alcohol and drug abuse.

Strategies:
• Identify a list of topics which affect staff, students and alumni
• Develop a calendar for these workshops
• Collate feedback and use for further improvements
• Link with existing public-private projects

Objective 3: IMPROVING ACCESS
Make building accessible to mobility challenged people.

Strategies:
• Install wheelchair lifts in existing buildings where feasible
• Consider lifts in new buildings

Objective 4: ENVIRONMENT FRIENDLINES
Investigate and implement environmentally friendly technologies in all institutional operations where feasible.

Strategies:
• Conduct a survey to find out feasibility of using environmentally friendly technologies
• Look at green technology in construction

Objective 5: ASSISTING DISADVANTAGED
Seek alternative sources of funding for disadvantaged, but academically merit-worthy applicants.

Strategies:
• Set up a three-person core task team to explore options
• Determine a plan of action