



UNIVERSITY OF SOMALIA (UNISO) STRATEGIC PLAN (2026-2031)





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FORWARD



It is with great honour on behalf of UNISO board that I present the University of Somalia Strategic Plan 2026–2031, a roadmap that will guide our institution in fulfilling its mandate of delivering transformative education, research, and innovation.

Guided by our motto, “Together for a Brighter Future,” this Strategic Plan reflects our shared commitment to shaping a resilient, forward-looking university that responds effectively to the evolving demands of society, industry, and the global knowledge economy.

Our vision, “To be a leading university delivering competitive quality education, innovative research, and entrepreneurship for sustainable development,” speaks to our aspiration to position the University of Somalia as a centre of excellence not only within the region but also globally. This ambition is anchored on a strong foundation of academic rigor, innovation, and societal relevance.

In alignment with this vision, our mission commits us “to deliver competitive quality education, cultivate a culture of interdisciplinary research and entrepreneurship in order to produce competent graduates for sustainable development.” This underscores our dedication to nurturing graduates who are not only academically proficient but also innovative, ethical, and capable of driving socio-economic transformation.

This Strategic Plan is the result of a highly consultative and inclusive process involving key stakeholders including faculty, students, alumni, industry partners, and government representatives. It outlines clear strategic priorities focused on academic excellence, research and innovation, institutional capacity building, digital transformation, partnerships, and financial sustainability.

As Chairman of the University board of trustees, I reaffirm the Board's commitment to providing effective governance, oversight, and strategic leadership to ensure successful implementation of this plan. We shall work closely with management and stakeholders to mobilize resources, strengthen accountability, and track progress against the set targets.

I call upon all stakeholders to embrace this Strategic Plan and play their respective roles in its implementation. Together, we can transform the University of Somalia into a dynamic institution that not only imparts knowledge but also drives innovation, creates opportunities, and contributes meaningfully to sustainable development.

Eng. Hussein Salat Mohamed
University Board Chairman.



PREFACE AND ACKNOWLEDGMENT

The University of Somalia Strategic Plan 2026–2031 marks a significant milestone in our journey toward academic excellence, innovation, and institutional growth. This plan provides a clear and actionable framework that will guide the University in delivering on its mandate over the next five years.

Anchored on our motto, “Together for a Brighter Future,” this Strategic Plan reaffirms our commitment to achieving our vision: “To be a leading university delivering competitive quality education, innovative research, and entrepreneurship for sustainable development.” It further operationalizes our mission of delivering quality education, promoting interdisciplinary research, and fostering entrepreneurship to produce competent graduates who can contribute meaningfully to sustainable development.

The development of this Strategic Plan was a participatory and consultative process that brought together diverse stakeholders, including members of the University Board of trustee, management, academic and administrative staff, students, alumni, industry partners, and government representatives. Their insights, experiences, and aspirations have greatly enriched this document and ensured that it is both relevant and responsive to the needs of our society.

This plan outlines key strategic priorities that will drive our transformation agenda, including strengthening academic quality, advancing research and innovation, enhancing student experience, promoting entrepreneurship, embracing digital transformation, building strategic partnerships, and ensuring financial sustainability. It also provides measurable targets and implementation mechanisms to ensure accountability and effective monitoring of progress.

I wish to express my sincere appreciation to the Chairman and Members of the University Board for their strategic guidance and unwavering support throughout the development of this plan. I also commend the management team, staff, and all stakeholders who dedicated their time and expertise to this process. Special recognition goes to the Strategic Planning Committee and technical team for their diligence and professionalism in coordinating and consolidating the inputs into this comprehensive document.

As we embark on the implementation of this Strategic Plan, together, let us work diligently to transform the University of Somalia into a centre of excellence that nurtures talent, drives innovation, and contributes to sustainable development.

Dr. Hassan Mohamed Sayid
Vice Chancellor.

UNIVERSITY BOARD OF TRUSTEES



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Board Chairman



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Dr. Yasin Ahmed Nor
Assistant VC Medical Education

DEFINITION OF KEY CONCEPTS AND TERMINOLOGIES

Baseline	A description of the initial state of an indicator before the start of a project/ program against which progress can be assessed or comparisons made.
Indicator	A means of measuring progress/ change that results from an intervention.
Internal controls	Accounting and accounting processes used to ensure integrity of financial reporting and regulatory compliance.
Key result areas	The outline of the organization's areas of focus. It also refers to the broad areas in which the organization is expected to deliver results.
Outcome	The intermediate results generated relative to the objective of the intervention
Output	Products, services or immediate results, tangible or intangible resulting directly from the implementation of activities or applying results.
Strategic issues	These are the problems or opportunities emanating from situational analysis that an organization has to manage in order to fulfil its mandate and mission.
Strategies	Generative qualitative statements on what an organization is hoping to achieve in the long term. Each strategic goal is linked to a strategic issue.
Strategic goal	These are what the organization commits itself to accomplish in order to achieve its strategic goals.
Strategic planning	The process of defining an organization's strategic direction and making decisions on allocating its resources to pursue set strategies.
Target	A result to be achieved within a given time frame.

ACRONYMS AND ABBREVIATIONS

ICT	Information Communication Technology
IMER	Implementation, Monitoring, Evaluation and Reporting
KPIs	Key Performance Indicators
KRAs	Key Results Areas
MOUs	Memorandum of Understanding
NGOs	Non-Governmental Organizations
NTP	National Transformation Plan
PESTLE	Political, Economic, Social, Technological, legal and Environmental factors.
PMs	Performance Management System
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNISO	University of Somalia
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

The University of Somalia Strategic Plan 2026–2031 provides a comprehensive roadmap for transforming the University into a dynamic, innovative, and globally competitive institution. The plan is anchored on the University's aspiration to respond effectively to emerging national, regional, and global challenges through quality education, research, and entrepreneurship.

Guided by its motto, "Together for a Brighter Future," the University envisions "to be a leading university delivering competitive quality education, innovative research, and entrepreneurship for sustainable development." The mission of the University is "to deliver competitive quality education, cultivate a culture of interdisciplinary research and entrepreneurship in order to produce competent graduates for sustainable development." These statements underscore the institution's commitment to academic excellence, innovation, and societal impact.

At the heart of this Strategic Plan are the University's core values, encapsulated in the acronym TISEER, which define the institutional culture and guide all operations and decision-making processes:

- » Teamwork – fostering collaboration and collective responsibility
- » Integrity – upholding transparency, accountability, and ethical conduct
- » Student-Centeredness – prioritizing the needs and success of learners
- » Excellence – striving for the highest standards in teaching, research, and service
- » Equity – ensuring inclusivity, fairness, and equal opportunities for all
- » Responsiveness – adapting proactively to changing environments and stakeholder needs.

To achieve its vision and mission, the University has identified six strategic thematic areas (pillars) that will guide its interventions over the plan period:

1. Institutional Leadership and Governance: Strengthening governance structures, leadership capacity, and institutional systems to enhance efficiency, accountability, and strategic decision-making.
2. Resource Diversification and Sustainability; Expanding revenue streams, improving financial management, and ensuring long-term sustainability through innovative financing models and partnerships.
3. Infrastructure Transformation and Innovation; Modernizing physical and digital infrastructure to support teaching, learning, research, and administrative efficiency in a technology-driven environment.
4. Academic Excellence and Industry-Relevant Education; Enhancing curriculum quality, promoting competency-based and market-driven programs, and aligning education with industry and labor market needs.
5. Research, Innovation, and Strategic Collaboration; Strengthening research capacity, promoting innovation and knowledge generation, and building strategic partnerships with industry, government, and international institutions.
6. Student and Community Welfare; Improving student support services, promoting well-being, and strengthening community engagement and outreach initiatives.

The Strategic Plan outlines clear objectives, measurable targets, and implementation frameworks under each thematic area to ensure effective execution and monitoring. It also emphasizes stakeholder engagement, digital transformation, and a results-based management approach as key enablers of success.

Ultimately, this Strategic Plan positions the University of Somalia to produce competent graduates, generate impactful research, and contribute meaningfully to sustainable development. Its successful implementation will depend on strong leadership, adequate resource mobilization, and the collective commitment of all stakeholders.



CHAPTER ONE

INTRODUCTION & STRATEGIC CONTEXT

1.1 Background of UNISO

The University of Somalia (UNISO) was established in 2005 as a private higher education institution to expand access to university education in a context where Somalia had experienced prolonged disruption in public education systems and limited post-secondary opportunities. Since its establishment, UNISO has grown into one of the recognized higher education institutions in Somalia, offering undergraduate and postgraduate programs across multiple disciplines and positioning itself as a contributor to national human capital development. Its institutional mission has consistently emphasized academic excellence, knowledge transfer, ethical values, and responsiveness to the needs of Somali society.

The development of the UNISO Strategic Plan 2026–2031 comes at a time when Somalia's higher education sector is undergoing major transformation. The sector is moving away from a period characterized by rapid privatization and weak regulation toward a more structured and quality-driven system. National reforms are increasingly emphasizing accreditation, governance, accountability, employability, research productivity, and alignment of higher education with national development priorities. In particular, emerging policy directions require universities to go beyond their traditional teaching mandate and strengthen their roles in research, innovation, and community service, while also aligning programs with labor market demands and strategic sectors such as the blue economy, renewable energy, climate resilience, and digital transformation.

At the same time, the higher education landscape in Somalia is becoming more competitive and demanding. The rapid expansion of private universities has widened access, but it has also created concerns about quality disparities, graduate saturation in certain fields, inadequate infrastructure, shortage of qualified staff, and weak accountability mechanisms. Students and parents are increasingly making university choices based on employability outcomes, quality of teaching, digital readiness, and value for money. Regional integration, especially Somalia's engagement with the East African Community framework, is also pushing universities to harmonize academic standards and become more competitive within a wider regional education market.

For UNISO, these changes present both opportunities and pressures. Internally, the university has developed important strengths, including an established brand, loyal staff, scholarship support, a growing alumni base, and improving digital systems. However, recent institutional assessments also point to critical weaknesses that require strategic attention, such as heavy dependence on tuition revenue, weak policy coherence, limited practical learning facilities, inadequate digital resources, staff development gaps, uneven student retention, and governance challenges. Externally, UNISO must respond to political uncertainty, inflation, unemployment, technological disruption, environmental pressures, evolving regulation, and increased competition from both domestic and international institutions.

The financial position of the university further reinforces the need for a forward-looking strategy. Over the period 2021–2025, UNISO remained profitable and expanded its asset base significantly, especially through infrastructure investment. However, this growth has also introduced new complexity, including liquidity pressure, increased liabilities, and continued dependence on tuition income. As a result, the next strategic plan must not only support growth, but also strengthen financial resilience, governance, digital transformation, academic relevance, and institutional sustainability.

It is within this context that UNISO has initiated the preparation of its Strategic Plan 2026–2031. The plan is intended to provide a coherent framework for institutional transformation over the next five years by aligning the university's vision, mission, academic priorities, resource base, and operational systems with the rapidly changing higher education environment in Somalia and beyond. The plan therefore serves as both a response to current institutional realities and a roadmap for positioning UNISO as a competitive, innovative, and sustainable university in the years ahead.

1.2 Rationale for the Strategic Plan

The development of the UNISO Strategic Plan (2026–2031) is necessitated by the need to respond proactively to a rapidly evolving higher education landscape, both nationally and globally. The university is operating in an environment characterized by significant structural, economic, technological, and policy changes that demand a clear, forward-looking, and integrated strategic direction. This Strategic Plan therefore provides a deliberate framework to guide UNISO's growth, transformation, and sustainability over the next five years.

At the national level, Somalia's higher education sector is undergoing a transition from a largely unregulated system to a more formalized and quality-assured framework. The introduction of regulatory bodies, policy reforms, and national development priorities particularly under the National Transformation Plan (NTP 2025–2029) requires universities to align their programs, governance systems, and research agendas with national goals. Universities are now expected to contribute directly to human capital transformation, economic development, and societal resilience, thereby necessitating a strategic repositioning of institutions such as UNISO.

In addition, the sector is experiencing increased competition due to the rapid expansion of private universities and growing student enrollment. While this expansion has improved access, it has also intensified pressure on institutions to differentiate themselves based on quality, employability outcomes, innovation, and global competitiveness. Students and stakeholders are increasingly demanding value-driven education that leads to employment, entrepreneurship, and practical skills development. This shift toward employability-led education and competency-based learning makes it imperative for UNISO to strategically align its academic programs with labor market needs and emerging economic sectors.

Technological advancements further reinforce the need for a strategic plan. The rise of digital learning platforms, artificial intelligence, and hybrid education models has transformed the delivery of higher education. Institutions that fail to invest in digital infrastructure and modern pedagogical approaches risk becoming obsolete. For UNISO, the strategic plan provides an opportunity to strengthen its digital transformation agenda, enhance access to e-learning, and improve the quality and flexibility of academic delivery.

From an institutional perspective, recent internal assessments including stakeholder surveys and financial analysis have revealed both strengths and critical gaps. While UNISO has demonstrated growth in enrollment, infrastructure, and financial performance, several challenges persist, including:

- > Overdependence on tuition revenue
- > Weak governance and policy frameworks
- > Limited research output and innovation capacity
- > Gaps in ICT infrastructure and digital systems
- > Moderate student satisfaction and retention concerns
- > Weak industry linkages affecting graduate employability

These challenges highlight the need for a structured and coordinated strategic approach to ensure that institutional growth is both sustainable and balanced. Financial trends over the period 2021–2025 further justify the need for a strategic plan. Although the university has maintained profitability and expanded its asset base, it is increasingly operating in a more complex financial environment characterized by rising liabilities and declining liquidity. This signals a transition from a phase of stability to one of growth management, where careful financial planning, diversification of revenue streams, and risk management become critical priorities.

Furthermore, the strategic plan is essential for strengthening institutional governance, accountability, and performance management. It provides a framework for setting clear priorities, defining measurable outcomes, and aligning resources with strategic objectives. Through well-defined Key Performance Indicators (KPIs) and implementation mechanisms, the plan ensures that progress can be monitored, evaluated, and adjusted over time.

Ultimately, the UNISO Strategic Plan (2026–2031) is not merely a planning document, but a transformational roadmap. It is designed to:

- > Position UNISO as a competitive and innovative university
- > Enhance academic quality and relevance
- > Strengthen research, partnerships, and internationalization
- > Improve student experience and employability outcomes
- > Ensure financial sustainability and institutional resilience

In essence, the rationale for this strategic plan lies in the recognition that UNISO must evolve from a growing institution into a strategically managed, quality-driven, and future-oriented university capable of thriving in a dynamic and competitive higher education environment.

1.3 Purpose and Scope (2026–2031)

The UNISO Strategic Plan (2026–2031) is developed to provide a clear, coherent, and forward-looking framework that will guide the University of Somalia in achieving its long-term vision and responding effectively to the evolving higher education landscape. The plan establishes the institution's strategic priorities, aligns its resources and operations, and ensures that all activities are directed toward measurable outcomes that enhance institutional performance, sustainability, and competitiveness.

1.3 Purpose and Scope (2026–2031)

The primary purpose of this Strategic Plan is to serve as a comprehensive roadmap for institutional transformation and growth over the five-year period. Specifically, the plan aims to:

- > Define UNISO's strategic direction by articulating its priorities in line with national development agendas and global higher education trends
- > Align academic programs with labor market needs, ensuring that graduates are equipped with relevant skills for employment and entrepreneurship

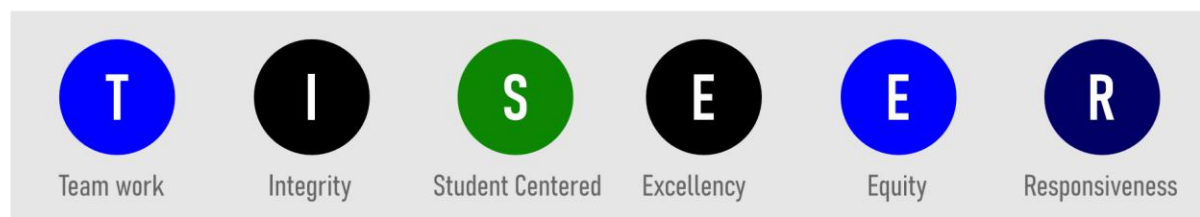
4.2.1 Vision Statement

“To be a leading university delivering competitive quality education, Innovative Research and Entrepreneurship for sustainable Development.”

4.2.2 Mission Statement

“To deliver competitive quality education, cultivate a culture of interdisciplinary research and entrepreneurship in order to produce competent graduates for sustainable development.”

4.2.3 Core Values



4.2.4 Motto

“Together for a brighter future”

4.3 Key Strategic Pillars

Following a comprehensive institutional review and extensive stakeholder consultation, six key strategic pillars were identified to guide UNISO's Strategic Plan (2026–2031). These pillars provide the core framework for institutional transformation and are aligned with UNISO's vision, mission, and long-term development goals.

4.3.1 STRATEGIC PILLAR 1: Institutional Leadership and Governance`

This pillar focuses on strengthening governance systems, leadership effectiveness, accountability, and transparency across the University. It will enhance decision-making processes, clarify roles and responsibilities, and promote ethical and performance-driven leadership. Through these reforms, UNISO will ensure strong institutional oversight and improve coordination in the implementation of strategic priorities.



1.3.3 Strategic Coverage and Integration

The plan integrates multiple dimensions of institutional development by linking:

- > Strategic Issues >>> Key institutional challenges and opportunities
- > Strategic Themes >>> Broad focus areas for transformation
- > Strategic Goals >>> Desired outcomes
- > Key Performance Indicators (KPIs) >>> Measurement of progress
- > Key Activities >>> Practical interventions
- > Implementation Framework >>> Execution, monitoring, and evaluation

This integrated approach ensures that the plan is holistic, results-oriented, and actionable, bridging the gap between strategic intent and operational execution.

1.3.3 Strategic Coverage and Integration

The Strategic Plan applies to all key stakeholders of UNISO, including:

- > University leadership and governance organs
- > Academic and administrative staff
- > Students and alumni
- > Government and regulatory bodies
- > Industry partners and employers
- > Development partners and the wider community

By incorporating diverse stakeholder perspectives, the plan ensures inclusivity, relevance, and ownership across the institution.

1.3.4 Institutional and Stakeholder Coverage

The Strategic Plan applies to all key stakeholders of UNISO, including:

- > University leadership and governance organs
- > Academic and administrative staff
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- > Industry partners and employers
- > Development partners and the wider community

By incorporating diverse stakeholder perspectives, the plan ensures inclusivity, relevance, and ownership across the institution.

1.3.5 Expected Strategic Horizon

Over the period 2026–2031, the Strategic Plan is expected to guide UNISO toward:

- > Becoming a market-responsive and employability-driven university
- > Strengthening its role in research, innovation, and national development
- > Achieving financial sustainability and operational efficiency
- > Enhancing its regional and international competitiveness

In summary, the purpose and scope of the Strategic Plan reflect UNISO's commitment to structured growth, institutional excellence, and long-term sustainability. By clearly defining what the university seeks to achieve and the breadth of its strategic focus, the plan establishes a solid foundation for coordinated action, effective resource utilization, and measurable institutional transformation over the next five years.

1.4 Strategic Planning Methodology

The development of the UNISO Strategic Plan (2026–2031) was guided by a systematic, evidence-based, and participatory strategic planning methodology designed to ensure that the plan is realistic, data-driven, inclusive, and aligned with both institutional priorities and the external environment. The methodology integrates multiple analytical approaches and stakeholder inputs to translate institutional realities into clear strategic directions and actionable interventions.

This approach is derived from the Strategic Planning System Framework, which emphasizes the logical progression from analysis to implementation, ensuring that strategy formulation is grounded in verifiable evidence and aligned with measurable outcomes.

1.4.1 Evidence-Based Planning Approach

The strategic planning process adopted an evidence-based approach, ensuring that all decisions and strategic priorities were informed by credible data and structured analysis rather than assumptions. Key sources of evidence included:

- > Institutional data and reports, including academic performance, operational systems, and internal reviews
- > Financial analysis (2021–2025), covering revenue trends, expenditure patterns, profitability, asset growth, liabilities, and liquidity position
- > Stakeholder perception data, collected through structured surveys and feedback mechanisms
- > National and sector policy frameworks, including higher education reforms and development priorities

This approach ensured that the Strategic Plan reflects the actual performance, challenges, and opportunities facing UNISO, while providing a strong foundation for informed decision-making and accountability.

1.4.2 Participatory Planning Approach

The development of the Strategic Plan was highly participatory, involving key stakeholders across the university and beyond. This was essential to ensure ownership, inclusivity, and alignment with stakeholder expectations.

A structured survey was conducted with a total of 133 respondents, representing:

- > Academic staff
- > Administrative staff
- > Management
- > Students and stakeholders

The survey captured perceptions across critical institutional areas, including:

- > Academic programs and teaching quality
- > Research and innovation
- > Student experience and satisfaction
- > Governance and leadership
- > Human resource development
- > Infrastructure and facilities
- > Partnerships and employability

The participatory approach enabled the identification of institutional strengths, gaps, and priority areas, while also enhancing stakeholder commitment to the successful implementation of the Strategic Plan.

1.4.3 Integrated Analytical Framework

The methodology employed a multi-dimensional analytical framework, combining both internal and external analyses to provide a comprehensive understanding of the university's operating environment.

1.4.3.1 PESTEL Analysis (External Environment)

The PESTEL framework was used to assess the broader external environment influencing UNISO, including:

- > Political factors (regulation, governance environment)
- > Economic conditions (inflation, unemployment, funding constraints)
- > Social dynamics (demographics, demand for education)
- > Technological changes (digital transformation, e-learning)
- > Environmental factors (climate and infrastructure risks)
- > Legal frameworks (education policies and regulatory compliance)

This analysis helped identify external opportunities and threats affecting the university.

1.4.3.2 SWOT Analysis (Internal & External Synthesis)

The SWOT analysis provided a structured evaluation of:

- > Strengths – Internal capabilities and competitive advantages
- > Weaknesses – Internal limitations and gaps
- > Opportunities – External prospects for growth and development
- > Threats – External risks and challenges

The SWOT framework served as a bridge between internal performance and external conditions, enabling the identification of strategic issues requiring intervention.

1.4.3.3 Financial Analysis (2021–2025)

A detailed financial analysis was conducted to assess the university's financial health and sustainability. This included:

- > Revenue and expenditure trends
- > Profitability analysis
- > Asset and liability growth
- > Liquidity position and cash flow trends

The financial analysis provided critical insights into the university's transition from financial stability to managing growth-related risks, informing strategies on sustainability, diversification, and financial resilience.

1.4.4 Synthesis and Strategic Issue Identification

The outputs from the PESTEL, SWOT, financial analysis, and stakeholder surveys were synthesized to identify key strategic issues facing UNISO. These issues represent the most critical challenges and opportunities that must be addressed during the planning period.

The synthesis process ensured that strategic issues were:

- > Evidence-based
- > Prioritized
- > Aligned with institutional and national priorities

1.4.5 Strategy Formulation Process

Following the identification of strategic issues, the planning process proceeded through a structured sequence:

1. Clustering of strategic issues into strategic themes
2. Development of strategic goals aligned with each theme
3. Definition of Key Performance Indicators (KPIs) for measuring progress
4. Identification of key activities and interventions
5. Development of an implementation matrix, including timelines, responsibilities, and budgets

This structured approach ensured that the Strategic Plan is coherent, actionable, and results-oriented.

1.4.6 Validation and Alignment

The draft strategic components were subjected to internal validation through consultations with key stakeholders and alignment checks to ensure consistency with:

- Institutional vision and mission
- National higher education policies
- Emerging trends in higher education

This validation process enhanced the credibility and acceptability of the Strategic Plan.

In summary, the Strategic Planning Methodology adopted by UNISO ensures that the Strategic Plan (2026–2031) is:

- > Evidence-based – grounded in data and analysis
- > Participatory – inclusive of stakeholder perspectives
- > Integrated – combining internal and external analyses
- > Results-oriented – focused on measurable outcomes
- > Actionable – supported by clear implementation mechanisms

This methodology provides a strong foundation for translating strategic intentions into effective institutional transformation and sustainable development over the planning period.

1.5 Strategic Planning System Framework

The UNISO Strategic Plan (2026–2031) is anchored on a structured and results-oriented Strategic Planning System Framework that ensures a clear linkage between institutional analysis, strategic direction, and implementation. This framework provides a logical and sequential flow of strategy development, transforming identified challenges and opportunities into actionable interventions and measurable outcomes.

Note: This document is a summary of the Strategic Plan 2026-2031. For more detailed information, please contact the relevant office:

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