

## **Higher Education Opportunities and Challenges Omdurman Ahlia University Model**

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The importance of the quality of higher education as it relates to the progress of the State is linked to the progress of the State. With good education and its outputs, the State advances in all areas of life, as it is linked to the economy, health, society and politics. Therefore, African countries have begun to improve and evaluate higher education so that they can graduate students who are scientifically and intellectually capable of transforming the African societies thereby improving education to reach the developed countries.

In Sudan, the need for private higher education was limited by the limited opportunities in formal higher education. Universities in the 1980s were limited. The idea of establishing Omdurman Ahlia University began to fill the gap and accommodate large numbers of students looking for opportunities to enter universities and gradually expanded until the number of faculties of nine colleges in addition to the research centers. Not only did the university administration complete the faculties, but it always sought with the deans of the colleges to review the academic programs of the colleges and curriculum renewal and evaluation of the performance through seminars and workshops, so that through these plans they can improve the performance in the administration and programs of study and the university environment as well as in the field of graduate studies and scientific research. And the University is represented by in its management, professors and staff as a team to work collectively to achieve leadership and excellence in university education, which achieved good outputs and reputation, and emphasizes the quality of education in this university to praise the various institutions in which the graduates of this university in and outside Sudan.

### **1. Introduction:**

#### **Establishment of Omdurman Ahlia University:**

The education sector faced many problems and challenges in the years following independence; the conflict between political parties over power and the failure of successive governments to develop the economy to provide basic needs and cope with social problems. The crisis increased in

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the 1970s and 1980s, military coups, desertification, famine, brain drain, inflation and the rise of Sudan's debt to \$ 11 billion.

The education sector was not better. National universities failed to achieve more opportunities and places. The number of students looking for universities and institutes reached approximately 30,000 at the Cairo University branch, universities in Egypt, Eastern Europe, India, Pakistan and Western Europe. The country pays about \$ 250,000 a year to meet expenses of study and subsistence of students abroad.

National universities and institutes were unable to accommodate more students because of the limited resources available. The University's financial allocations were insufficient for the requirements of university students like nutrition, housing, books and equipment [1].

Education expanded significantly to meet the needs of the country's growing number of learners, and the peak of expansion was during the period from 1970 to 1980 and became a large pyramid base was not matched by expansion at the summit, and the three universities only increased by the establishment of the universities of Juba and Aljazeera and all accept a small number of students and after a fierce competition A large number of students who successfully completed secondary school were forced to migrate to Arab countries, Europe, Asia and the United States, due to lack of access to Sudanese universities. This migration, despite its positive effects, had a negative impact on students and their families which are:

1. Students spend more years than planned to learn the languages of those countries where they study.
2. Many of them are enrolled in specializations which are not needed in Sudan.
3. They constitute significant financial burdens on their families.
4. They are exposed to multiple influences to suit the affiliation and composition of the Sudanese people.
5. The waste of large amounts of foreign currency, estimated at \$ 30 million in 1983. Rose to 300 million before the cancellation of the system of transfers through banks.
6. They didn't not to return to the country [2].

There was a growing sense of officials, parents and those interested in education who met with those interested in the issues of higher education and university professors to promote the launching of private education and the

establishment of a national institution for university education. After several meetings and serious deliberations, they concluded that there is still a need to create more opportunities for university education to meet the needs of economic and social development and to emphasize the importance of the human element in the process of nation-building.

Then, the idea turned into reality. The establishment of the Omdurman Ahlia University was in response to the needs of the society in the present and the future, and contributed to building new generations capable of innovation and contributing to change in a scientific and objective manner by cooperation between all parties. The first day of November 1984 was the beginning of the study at the temporary headquarters buildings of Al-Malik secondary school, which was equipped and renovated, where 250 students enrolled in 6 study programs. The university was awarded a piece of land with an area of 30 acres and the foundation stone for the university. The donations came to build the classrooms, bringing tens of millions of donations. Students start to apply to the university admission afterwards [3]

**Definition of university faculties:**

The University of Omdurman currently has a number of faculties: the Faculty of Arts, by its six departments of Arabic, English, French, Communication Sciences, Libraries and Information, and the Department of History and Civilization.

The Faculty of Human Development offers the Higher Diploma in Accounting, Communication, Translation and Secretarial Services, the College of Applied Sciences and Computer, the College of Medical Laboratories and the Faculty of Medicine, which have recently joined the faculties of the university to become nine faculties in addition to Mohammad Omar Bashir, the Sudanese Center for Studies and the Center for Aoun Sharif Qasim dialects and languages.

The University administration and the deans of the faculties seek to develop the departments and study programs through holding periodic workshops to evaluate the academic and administrative performance in an effort to achieve excellence and leadership in all fields.

The Omdurman Ahlia University has become one of the largest universities in Sudan, but it is characterized as the only collaborative private university

that is owned by the Sudanese people. The University is considered a revival of charitable and voluntary work which has a well-established tradition in Sudan.

The Omdurman Ahlia University is a democratic institution in its inception and institutions and has proved its success and ability to develop while preserving the values and traditions that have resulted in private education.

The University's institutions consist of the Board of Trustees, the Council of the University and the Scientific Council. The University relies on donations, grants, endowments, student fees, and surplus funds to develop university projects.

The success of Omdurman Ahlia University's experience has led to the emergence of a new pattern in education, namely private colleges whose owners wished to invest in higher education [4]

Omdurman Ahlia University is the culmination of an eventful march to establish private education in Sudan. The beginning of 1984 saw the emergence of the idea of establishing the Omdurman Ahlia University. The march began until Omdurman Ahlia university became a prominent institution among higher education institutions in Sudan.

Omdurman Ahlia University has achieved great success, benefiting from its distinguished status as the first non-governmental university in Sudan. The University has also created a number of new programs that were not available to the public universities. These innovative programs were implemented with high operational efficiency. They received the Medal of Achievement from the Presidency in 2012 in recognition of the pioneering role played by the University [5].

### **Draft of the Strategic Plan (2017-2020)**

Quality Management has developed a comprehensive reference document for the plan, in which it determined the importance and benefits of strategic planning for universities and the importance of the strategic plan of the university and then defined the stages of preparation of this plan and the timetable of the plan.

### **Executive Plan 2018:**

Quality Management has set a strategic plan to achieve the objectives of the University in line with its mission and future vision on seven main axes:

University administration - university education - graduate studies and research - university environment - community service - human and financial resources.

In each of these departments, the strategic objectives and the implementation procedures were defined as the implementation point and the time frame, in addition to the performance indicators [6].

### **Operational plan**

The strategic plan identified these goals in line with its mission, vision and strategic goals revolve around seven axes are as follows:

- University Administration
- College education
- Graduate studies and scientific research
- University environment
- Community service
- Human resources
- financial resources

### **University Administration**

Strategic objective: raising efficiency of institutional performance

Strategic goals:

- Strategic management
- Construction and development of information management system.
- Raise the efficiency of various administrative units at the University.
- Continuous training.

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<b>Target</b>	<b>Executive action</b>	<b>Implementing party</b>	<b>Frame</b>	<b>Performance indicators</b>
Activating the role of strategic planning in academic and administrative programmes and activities at the University.	Vision, mission and goals consistent with the strategic plan	Senior management + statistics and planning and quality Department	2018	Having a vision, mission and objectives clear and declared.
	Preparing strategic plans for all faculties and units at the University.	Colleges and departments + statistics and planning and quality Department	2018	Strategic plans for colleges and units
	Development of a mechanism to review and evaluate the implementation of strategic plans periodically.	Department of statistics, planning and quality	2019-2020	Periodically review the strategic plans
Construction and development of information management system in University	Providing appropriate information systems	Information technology Department	2018-2019	Availability and use of information systems
	Construction of integrated electronic systems and databases	Information technology Department	2018-2020	The existence and use of electronic databases
	Faculty and administrative training in communication and computer skills	Information technology Department	2018-2020	Faculty and administrative addaadaa attending sessions of communication and computer
Raise the efficiency of various administrative units at the University.	Develop regulations governing work by updating core systems	Senior Management + HR management + quality and technical departments	2018	Develop the core systems of the University
	Updated implementation of the organizational structure and job descriptions	Senior Management + HR management + quality and technical departments	2018	Having an organizational structure and accurate job description for all employees

<b>Target</b>	<b>Executive action</b>	<b>Implementing party</b>	<b>Frame</b>	<b>Performance indicators</b>
Raise the efficiency of various administrative units at the University.	Follow the role and functioning of the boards of departments and faculties and	The deans Committee + colleges and academic	2018	A study on the reality of work and performance and powers of boards
	Review the various administrative units and their role and powers	Senior management	2019	A study about the reality and the role of various administrative units and organization and powers
Continuous training	Specialized training programmes in leadership and management.	Inside or outside	2018-2020	Consider the participants in academic and administrative training programs
	Strengthening the system of incentives to encourage the spirit of initiative and achievement of academic and administrative level	Senior management human resources management +	2018-2020	The evolution of the level of achievement and overall performance

**Axis of university education**

**End goal:** excellence in academic programs and application of quality standards and accreditation

**Strategic goals**

- Develop academic programmes and study plans and develop new academic disciplines.
- Implement quality assurance and accreditation established.
- Strengthening the capacity of the University to attract outstanding students
- Development of the teaching staff.
- Develop the means and sources of teaching and learning.
- Upgrading the library services.

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<b>Target</b>	<b>Executive Action</b>	<b>Implementing Party</b>	<b>Frame</b>	<b>Performance Indicators</b>
Develop academic programmes and study plans and develop new academic disciplines.	<ul style="list-style-type: none"> <li>• A comprehensive review of academic programs of study at the University.</li> <li>• Identify expected learning outcomes goals for these programs,</li> <li>• Assessing and developing the line courses to suit the needs of society and the current and future labour market.</li> </ul>	Colleges and departments + statistics and planning and quality	2018-2019	Defined goals and educational outputs for academic programs.
	The establishment of a clear mechanism for reviewing and ensuring educational outcomes of academic programs.	Colleges and scientific departments, planning and Statistics Department + quality + graduates affairs	2018-2020	A mechanism to review the objectives and expected learning outcomes
	Activating the role of the private sector in academic programs by hosting to give lectures on certain courses and scientific seminars and workshops	Colleges and departments	2018-2020	Number of hosting in the academic program. Number of seminars and workshops.
	Develop academic programmes and study plans and develop new academic disciplines.	Colleges and departments	2018-2020	Contact development skills and scientific research for faculty and students
	Faculty Research boards	Colleges and departments	2018-2020	Having research councils in colleges



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<b>Target</b>	<b>Executive Action</b>	<b>Implementing Party</b>	<b>Frame</b>	<b>Performance Indicators</b>
Implement quality assurance and accreditation foundations	Implementing the accreditation standards to all academic programs presented by the University in accordance with quality assurance	Colleges and departments	2018	The number of achieved standards
	Apply self-evaluation system for academic programs and self-assessment reports annually	Department of statistics, planning and quality + colleges and scientific departments	2018-2020	Number of programmes applied to an annual self-assessment
	Develop new and distinct academic programs meet the needs of society and the current and future labour market.	Colleges and departments	2018-2020	Number of innovative academic programs annually
Implement quality assurance and accreditation foundations	Activating the role of the Department of statistics, planning and quality in developing knowledge of the Faculty academic quality standards and self-assessment	Department of statistics, planning and quality	2018-2020	The level of faculty academic quality standards and self-assessment.
	Total quality culture	Department of statistics, planning and quality	2018-2020	Number of lectures series promotes quality annually.
	Take advantage of local, regional and global expertise in the field of quality assurance.	Department of statistics, planning and quality	2018-2020	The number of participants in workshops concerning quality
	Provide incentives to outstanding results by departments in evaluating their academic programmes at the University level.	Senior management	2018-2020	Periodical honoring outstanding sections

**Axis of the University environment**

**End goal:** promoting and stimulating academic environment for creativity and academic excellence contributes to refine the student's personality and the development of mental health and its capabilities.

**Strategic goals**

- Promote democratic values and the culture of tolerance and pluralism and application practice
- Improve the level of services provided.
- Continue to develop student skills and abilities through extracurricular activities.
- Continue to enhance and create the students to interact with the community.
- Strengthening the role of the University in the care of low-income students and special needs students.
- To enhance and strengthen their relationship with University graduate students.
- Security and safety to virouaml insurance

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<b>Target</b>	<b>Executive action</b>	<b>Implementing party</b>	<b>Frame</b>	<b>Performance indicators</b>
Promote democratic values and the culture of tolerance and pluralism and application practice	Organizing outreach programmes to raise students awareness of the importance of democratic participation at all levels.	Deanship of Student Affairs	2018-2020	Number of outreach programs.
	Increase the activities which aim to promote the values of belonging and citizenship of seminars and lectures	Deanship of Student Affairs	2018-2020	Number of activities which designed to promote the values of belonging and citizenship.
	Implementing regulations of students from Student Affairs Council	Deanship of Student Affairs	2018-2020	Implementation rate
Improve the level of services offered to students	Promoting academic awareness to follow students in academic programs	Colleges and departments	2018-2020	Level of satisfaction of students about academic counseling services
	Developing a psychosocial Counseling Office for changing and growing needs of students	Deanship of Student Affairs	2018-2020	Level of satisfaction of students on psychological and social counseling services
	Periodic meetings with departmental and college students and identify their needs	Colleges and departments	2018-2020	Level of satisfaction of students in departments and colleges. Number of meetings per year.
	Encourage extracurricular activities and collaborative among students and faculty members	Deanship of Student Affairs Colleges and departments	2018-2020	The number and variety of interactive activities between students and faculty members

**Community axis**

**Purpose:** build effective and comprehensive partnership with community organizations.

**Strategic goals**

- Building effective partnerships with various community organizations
- Build and strengthen training and advisory services.

Activating the role of the University in the conservation and rational use of natural resources

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<b>Target</b>	<b>Executive action</b>	<b>Implementing party</b>	<b>Frame</b>	<b>Performance indicators</b>
Building effective partnerships with various community organizations	Conclusion of partnership agreements with a number of organizations in the public and private sector actors	Senior management + colleges	2018-2020	Partnership agreements
	Activate and follow up of strategic partnership agreements	Senior management + colleges	2018-2019	The effectiveness of the application of partnership agreements
Build and strengthen training and advisory services	Distinct and diverse training services	Consulting and training center	2018-2020	The number of courses offered annually
	Activation of the consulting and training center	Consulting and training center	2018-2020	The number of sessions and consulting provided annually
Activating the role of the University in the conservation and rational use of natural resources.	Strengthening the University's contribution to community initiatives	Department of information and public relations + Student Affairs Deanship + pillars of colleges	2018-2020	Total number of partnerships with community and voluntary programmes and accompanying activities
	Community open days to show the Community the university disciplines and its potential.	Department of information and public relations + Student Affairs Deanship + pillars of colleges	2018-2020	The number of annually organized open days to increase the popularity in the community.
	Increased community access to the various university facilities	Department of information and public relations + Student Affairs Deanship	2018-2020	Number of social activities that use the University facilities

### **Axis of the graduate studies and scientific research**

**Goal:** to improve graduate programs to reflect the global trends in scientific research and community development and the development of specialized programs.

#### **Strategic goals:**

- Preparation of plans and programmes for postgraduate scientific and technical developments
- Graduate of cadres and leadership skills.
- To link the graduate programs with comprehensive sustainable development plans.
- Building an effective partnership with other academic institutions.

### **Human resources axis**

**Goal:** develop human resources performance, enhancing quality and rush in completing the tasks assigned to them in an attractive campus environment and guaranteed job security.

#### **Strategic goals:**

- Review and continuous improvement of recruitment and motivation procedures to ensure an attractive working environment for human resources and ability to keep good members of the teaching and administrative bodies to ensure job security.
- Raising the level of qualification and competence for teaching and training to the Administrative Board.
- Development of teaching staff and develop professionally and educationally distinct research that meets the needs of the academic programs.
- Review and improvement of scholarships and training for distinguished faculty members to reach self-satisfaction

### **The focus of financial resources:**

**Goal:** To develop and diversify financial resources and optimize their use

#### **Strategic goals**

- Developing self-sources of income through tuition expenses that is provided for real costs.
- Diversification of sources through investments

- The establishment of an endowment group for the university to attract external support
- Identification of exchange items (7).

## **The Future of Omdurman National University**

### **General features of the Strategic Plan 2018-2020 and future directions**

These features identified the vision of the university and its mission through which it seeks to serve the nation and its progress intellectually and scientifically and to achieve a scientific, cultural and economic renaissance by linking its mission to the original and its active openness with the latest developments. This confirms the authenticity of the university's mission. , Through the promotion and upgrading of scientific research, and through the partnership of the university with institutions in the private and public sectors, and provide programs and training courses for the service and development of the community, and looks forward to the university for scientific and practical partnerships with local and international organizations to fulfill its leading role locally and globally.

The strategic plan includes achieving the objectives of the university through the seven axes through which quality management can implement its strategic plan to reach the strategic goals and objectives it has set for each of these axes.

### **General features of the Strategic Plan 2018-2020 and future directions**

#### **University vision**

A distinguished scholarship university that emphasizes the values of originality and leadership in the provision of education, learning and scientific research services with a high degree of quality and community service.

#### **University Message**

The university becomes a home for knowledge and sciences and works on teaching, publishing and developing its programs. It seeks to serve the nation and its progress intellectually and scientifically, and to raise it economically and culturally, as a generation that believes in its Lord, adhering to its faith and its heritage committed to its behavior and serving its country in openness with the achievements and acquisitions of the age.

**Omdurman Ahlia University Goals:**

- i.** To affirm the values of originality emanating from the cultural heritage of the nation established by the pioneers of early private education, following their founding path, and to express them in all aspects of university activity.
- ii.** Preparing students and qualifying them to carry out the intellectual leadership task in the fields of human, professional and technical knowledge that can contribute to the advancement of the society and meet its national needs by providing specialized study programs leading to obtaining scientific furloughs.
- iii.** Encouraging scientific research and its promotion, and scientific studies in general and Sudanese studies in particular, and publishing their results through the authoring and publishing of books, periodicals, conferences and lectures.
- iv.** Providing programs aimed at serving the community through specialized curricula, training and educational courses, public lectures and continuous education programs, and direct various aspects of activity that make the university is an effective tool in the development of society.
- v.** To strengthen the University's links with the public and private sectors of institutions and to contribute to its needs in planning its programs and curricula, guiding research activity and providing scientific and technical consultations to upgrade its means of production and modernize its technologies.
- vi.** Cooperating with universities, higher institutes and research centers inside and outside Sudan, especially in the field of innovation of new curricula and techniques suitable for Sudan.

**Fundamental Values of the University are as follows:**

- Develop a sense of belonging and citizenship
- Strengthening the concepts of tolerance and humane treatment
- Promote creativity and excellence
- Institutional work and transparency in performance and accounting
- Develop research programs
- Continuous development of its cadres
- Interaction with the community



- Keep abreast of scientific developments and updates of the achievements of the era.

- To promote continuous cooperation and coordination with local, regional and global bodies and universities,

The University has also prepared many seminars and workshops to implement quality standards and re-evaluate the quality standards of higher education which is a mobile body under the umbrella of higher education. It has standards for evaluation in institutions of higher education through vision which means quality and excellence. The most important criteria for institutional evaluation are:

1. Governance and management, including indicators for measurement through planning for actual performance across different structures, that are verified to be absorbed in order to reach the primary objective of quality assurance.
2. The logistic infrastructure includes facilities readiness, the university environment and services.
3. Teaching and learning and their sources.
4. University degree programs.
5. Scientific research and graduate studies.
6. Students and graduates.
7. Community responsibility and community service [8].

### ***Measurement and Evaluation Workshop in Bacculaureate***

#### **Teaching and Learning Calendar:**

1. Diversity of teaching methods
2. The effectiveness of teaching methods in achieving the goals
3. Coverage of theoretical and practical areas
4. Acquiring and developing the basic skills of the labor market.
5. Promote self-learning.
6. Develop team spirit.
7. Use ICTs in the teaching process.

#### **Student Performance Calendar:**

1. Evaluation of the student effort
2. Attendance of lectures
3. Students' achievement of learning outcomes
4. Passing the post-graduation proficiency exams

5. Success in the labor market
6. Determine the levels of student achievement fairly
7. Self-learning and benefit from discussion and review
8. Transparency and fairness in the methods of evaluation
9. Examiners or internal and external evaluator [9].

### **Conclusion**

The establishment of the Omdurman Ahlia University was the culmination of a long march for the private education system in Sudan. The university became a prominent institution in the higher education institutions in Sudan. This university achieved great success and proved its ability to excel and develop while preserving the values and traditions, which were not available to public universities at that time.

Within the framework of the University's interest in quality and performance development, the University has established a quality management department, which has set strategic plans that include standards for achieving the University's goals in line with its mission and future vision in various fields.

The University seeks to improve performance and meet the challenges to achieve a cultural, social and economic renaissance by activating partnership with public and private institutions. The University offers programs and training courses for community service and development. The university looks forward to partnerships with local and international organizations. We are pleased that the University has a special partnership with the African Union sponsor of this conference.

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