



AL MUSTAFA INTERNATIONAL UNIVERSITY

BUSINESS PLAN

2023

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EXECUTIVE SUMMARY

The AL MUSTAFA INTERNATIONAL UNIVERSITY community is driven by a shared purpose: to make a better world through education, research, and innovation. We connect with our community in person and online, we are technological driven, and our outstanding facilities will be environmentally friendly for nature and to our community.

Founded to educate our future generation with ingenuity and drive, we want our graduates to create and develop new industries, create millions of regional, national and world jobs. At the same time, and without the slightest sense of contradiction, AL MUSTAFA UNIVERSITY will be profoundly global. Our community will gain tremendous strength as a magnet for talent from the whole of East Africa and Africa. Through teaching, research, and innovation, Al Mustafa's exceptional community pursues its mission of educating million to entrepreneurship, technology, and self-employment.

With each of academic year, AL Mustafa will continue to grow and mature into a leading Tanzanian institute across many disciplines. The main campus at Kigamboni will boast many modern facilities that house state-of-the-art classes for its entire program repertoire. As the Campus continues to grow, the Master Plan is to propose new built form to accentuate (and in some instances replace) older structures to continue to enhance the learning experience on campus.

We exude a passion and excitement about our university future. Our stakeholders came up with common ideas about collaboration, community engagement, and putting the world-class teaching and research that will be done daily on display emerged, quickly and resonated across all stakeholder groups. The outcome of these discussions is the Vision Statements, which will become a measure against which future design decisions are made and success is measured.

OUR VISION:

- To build a community of scholars that will showcase success by making visible innovative, entrepreneurial and transformation programs while helping our community embrace pride of place and drive economic growth.
- We want to become a society icon for education, research, and innovation.

OUR MISSION:

- Build a creative, innovative, and entrepreneurial thinking culture to our community by the quality of our institutions and the education we provide.
- Collaborating with industry partners to offer students real-world problem-solving, work experience, applied research and business leadership opportunities. Al Mustafa prepares students to assume leadership positions in the dynamic technological landscape in Tanzania, Africa, and world.

OUR VALUES:

- Excellence

- Diversity in people and of ideas
- Inclusion
- Access and affordability
- Innovation
- Collaboration and multidisciplinary endeavor
- Integrity, transparency, and trust.

OUR GOALS:

- **Teaching and Learning:** to provide an unsurpassed, student-centered learning experience led by engaged world-class faculty and staff.
- **Research and Innovation:** to create distinctive and internationally recognized contributions to the advancement of fundamental knowledge and scholarship and toward solutions of the Africa's most pressing problems.
- **Resource Stewardship:** to be an affordable public university, recognized for financial sustainability, unparalleled management of human and physical resources, and operational efficiency and effectiveness.

GOVERNANCE STRUCTURE

Our goal is to maintain a system of governance that enables a disciplined atmosphere for learning, research and community engagement that is consistent with the Core Values of Al Mustafa university.

After review and analysis of multiple laws and regulations in Tanzania, it was determined that the new university will be managed and administered in accordance with guidelines as set out in the respective University Charter and institutional policies and stipulations in the Universities Act, Cap. 346 of the Laws of Tanzania

A participatory style of governance encourages collective ownership of organisational goals by both the Management and followership. Al Mustafa university intends to adopt an inclusive style of governance that our Vice Chancellor shall be a senior academician as stipulated in the Universities Act, Cap. 346 of the Laws of Tanzania, and he/she shall be a person at the rank of full professor or associate professor, Our academic qualification for a Head of academic department be a PhD degree in the relevant field.

To achieve its goals to produce graduates ready to work and transform any economy in the worlds, Al Mustafa university is led by a Board of Trustees who will appoint the vice councilor with educational, vision and experience as accordance with laws and regulation in Tanzania.

The current board of directors consist of:

- Chairman MAHDI MAHMOUD MASNAVI
- Vice chairman AHMAD MOHAMMAD RAMEZANI
- MOHSEN MOHAMMAD GHANBARI ALANAGH
- ALI ALIASGHAR TAGHAVI
- MORTEZA GHOLAMREZA MOHAMAD ALINEJAD SHANI
- ALI ALIASGHAR TAGHAVI

COUNCIL

VICE CHANCELLOR

INTERNAL AUDIT

QUALITY ASSURANCE

COMMUNICATION AND MANAGEMENT

PROCUREMENT MANAGEMENT UNIT

LEGAL SERVICE UNIT

INTERNATIONALIZATION, LINK AND CONVOCATION UNIT

PLANNING, FINANCE & ADMINISTRATION

ACCADEMIC, RESEARCH & CONSULTANCY

LEARNING TECHNOLOGIES & REGIONAL SERVICES

HUMAN RESOURCE MANAGEMENT AND ADMINISTRATION

FINANCE AND ACCOUNTING

INTERNAL AUDITOR

PLANING DEPT

FACULTY

POSTGRADUATE STUDIES

UNDERGRADUATE STUDIES

STUDENT AFFAIRS

RESEARCH CENTER

DIRECTROTE OF LIBRARY SERVICES

INSTITUTION OF EDUCATIONAL MANAGEMENT AND TECHNOLOGIES

FACULTY

Faculty will be nationally competitive practitioner scholars engaged in cutting edge research, well versed in applied and experiential learning and assessment, and experienced in and engaged with the professional fields for which they are preparing students. The university is seeking faculty members who are enthusiastic about developing and participating in global partnership models. Theory, research, cross-disciplinary thinking, and application to professional practice will guide their approach to building polytechnic habits of mind.

The quality and integrity of academic programs depend upon the faculty's education, research experience, knowledge of the subject matter and ability to deliver that knowledge to the students. The faculty must believe in and support the mission and vision of the University.

- A. Faculty of law: The Law programmes offered will prepare students to join either the legal profession or several other careers. The Faculty of Law has the obligation to offer a legal education aimed at providing theoretical knowledge, analytical and practical skills, which are necessary to produce a society-conscious lawyer / professional who can contribute to the development local and the international community.

Programmes:

- Certificate in law
- diploma in law
- bachelor in law

- B. Faculty of science and Technology

Programmes

- Bachelor in computing studies
- Bachelor in information technology
- Bachelor in computer engineering
- bachelor in software engineering
- bachelor in statistic science
- Bachelor in actual science
- Bachelor in electronics and computer science
- Diploma in food agro processing technology
- Diploma in information technology

- C. Faculty of business and management science: The goal of the Faculty is to impart quality practical entrepreneurial and management skills that can be used to make a difference in the real world.

Programmes:

- Certificate in business administration
- Diploma in business administration
- Bachelor in business administration in marketing
- bachelor in business administration in procurement
- bachelor in business administration in human resource management
- bachelor in finance with information technology
- Bachelor of Business Administration in accounting

D. Faculty of philosophy and religion: The study of Philosophy and Religion are crucial to understanding every part of life: politics, economics, the arts, law, medicine, technology, the environment, cultures past and present and around the globe. We bring ethical analysis, the study of religion, and philosophical methods to bear on complex social, political, and environmental issues to improve understanding and contribute to solutions.

Programmes:

- Islamic studies
- Quran and hadith
- Philosophy and theology
- Abrahamic and non-Abrahamic religions

E. Faculty of humanity psychology programmes

- International rights
- Private law

F. Faculty of applied science: Applied scientists make dreams real, turn ideas into practice. We embody the interface between present and future.

Programmes

- Sewing and design clothes
- Mechanic technician
- Electrical technician

G. Faculty of education: The need to produce educational researchers and educators who are innovative in teaching professionals as required by the people of the United Republic of Tanzania.

Programmes:

- Postgraduate Diploma in Education
- Bachelor of Arts with Education
- Kindergarten education
- Counseling teaching training

H. Faculty of language and culture

Programmes:

- Arabic language
- Farsi language
- English language

Our plan is to create and sustain the development of world-class facilities and infrastructure to support the University's core Vision and critical operations of learning, research, innovation, and community development; we will periodically maintain the university assets in order to maximize the ROI from investment in the assets.

ADMISSION:

Offering extraordinary freedom to explore, to collaborate, and to challenge themselves while enable quick access to information, resources, and support our students need to ensure their academic success. Our system will provide dynamic, real-time balance information that's easy to understand, access to all current and past charges and payments in one place, and courtesy notifications as due dates approach to help our students avoid enrolment holds and other negative financial impacts to our students.

STUDENT LIFE:

The Al Mustafa community will always look forward to the approach to learn and take steps towards modernizing the learning environments. From professors and House advisers to our friends and teammates, Al Mustafa is a vibrant community where you can feel supported and encouraged. No matter where you come from, Al Mustafa university is home.

FINANCE:

Our goal is to strive towards financial independence, accountability, and sustainability through improved income generation and efficiency in planning and administration of financial resources.

Al Mustafa source of fund:

- a) **DONATION:** Funds are appropriated by donor Foundation to carry out and support the primary mission of the University: education, research, and public service. The initial phase includes 5 years plan, the first three years, the fourth- and fifth-year funds injected will amount to USD 2 million, USD 1.5 mil and USD 1 mil respectively.
- b) **ORUJ ASEMALI LIMITED:** The founder and partly owner of al Mustafa university have invested more than two hundred and sixty thousand USD for establishment of Al Mustafa university at initial stage.

- c) **TUITION AND FEES:** Tuition and estimated fees will contribute based on projected student enrolment. We also plan to receive scholarship programs from different stakeholder companies in the whole world for more than 200 students each year.
- d) **OTHER SHARE HOLDERS:** Any company or individuals who we have shared a purpose and wish to invest in Al Mustafa university will have the opportunity to become shareholder. We already have received interested persons inside and outside of Tanzania. This position won't be judged only by the amount of money invested rather the vision, influence, and experience on educational programs in Tanzania, Africa or around the world.

INVESTMENT COST

At initial stage the project will start with few buildings such as

Administration block.....	TZS 1,300,000,000/=
Boy hostel.....	TZS 1,000,000,000/=
Girl Hostel.....	TZS 1,000,000,000/=
Lecture rooms.....	TZS 1,700,000,000/=
Mosque.....	TZS 220,000,000/=
Dispensary.....	TZS 185,000,000/=
Computer laboratories.....	TZS 200,000,000/=
Library.....	TZS 300,000,000/=
Land (Kigamboni).....	TZS 100,000,000/=
TOTAL.....	TZS 7,605,000,000/=

PROJECT CAPACITY

Al Mustafa university will begin to have an economic impact almost immediately. With a target of 700 students on campus in the start of second year after operations commencement, the University will engage with business partners who will have input on the curriculum and learning experience, become members of the Industry Advisory Board, collaborate on research, and draw from a pool of talented and trained students for internships and cooperatives.

The University will add jobs, talent, and money into the local economy. With an ultimate target student population of 3,000 students and more than 200 faculty staff members in the next five years, Al Mustafa will attract a new population of talented young professionals. In

the future there is a potential to attract high tech businesses that wish to partner with for continuous research and development projects, bringing an even bigger wave of well-paid technology professionals to the economy.

MARKET STUDY

African and Tanzania's economy are growing very fast approximately 4.5% and 4.8 respectively in 2022, with an understanding of how the higher education was first introduced in Tanzania in 1961 when the university college Dar es salaam was established as affiliate college of London. There was a rapid expansion of higher education capacity through the establishment of more universities, both public and private. Furthermore, as public awareness on the importance of education to socio-economic development started to take root, even more enhanced demand for higher education access in the country emerged. The current enrollment to higher education is seen a rise of 4% or more each year in the past five years.

Despite the expansion in student enrolment stated above, Tanzania still lags in higher education access, with enrolment levels being much below the Sub-Saharan African average of about 8%. This indicates that Tanzania has a long way to go to catch up with the optimum university enrolment rate for the country to attain and maintain a knowledge economy status, considering that the current admission.

We believe this 4% higher education rate will increase in time if we concentrate on educating the Tanzania community on studies that can allow the community to produce more without relying on being employed after they have finished their studies, also investment in encouraging building technology, industries and entrepreneurship which build a better socio economy.

THE OPPORTUNITY: Currently East Africa's economy is concentrated in industries that are cyclical, volatile and have low economic multipliers. In order for Tanzania's GDP to grow and produce meaningful gains in wages and net worth, the country must increase innovation within business and higher education institutions.

Our university is focused completely on developing and engaging its students in a unique curriculum that yields innovation, Al Mustafa University will collaborate with industry partners to engage students in solving real-world problems, gaining hands-on work experience, and engaging in applied research and business leadership opportunities.

MARKETING PLAN

Al Mustafa will create a unique and innovative environment that will be attractive to students seeking hands-on, integrated learning opportunities. Our innovation will drive students' number to our campus as we are not housed in a particular center of excellence or institute; built into the fabric of the university. Students will be challenged daily to consider

different approaches to problem solving and to identify or create unique solutions to existing challenges. This advanced and modern learning opportunity is what captures the attention of the highest-level 21st century high school students.

Our university will not limit our student enrollment by using one or two marketing strategies. Our marketing team will use multiple ways to increase the number of students with the help of other departments in our administration to maximize the positive impact we bring to the community, but here are the most commonly strategies that we're going to use:

- Social media
- User-generated posts
- Branding
- Student-focused marketing
- Video marketing
- Data-based marketing
- Class enrolment promotions
- SEO
- Diversity marketing
- Visual data marketing
- Paid traffic
- Webinars
- Downloadable guides

STRATEGY AND IMPLEMENTATION

A. LOCATION: Our main campus will be built at Kigamboni Municipality located at southern of Dar es Salaam region, Tanzania mainland. Dar es Salaam has a population of nearly seven million residents. Not more than six state colleges are located within 20 km of the Al Mustafa University campus.

Why Kigamboni, the Al Mustafa International Foundation owns few areas around Kigamboni Municipal, the proposed project area is very appropriate for our coming and out going to city center and it gives future expansion of the university. With each academic year, our campus will continue to grow and mature into a leading Tanzanian institute across many districts.

B. **CAMPUS AND FACILITIES:** The campus will undergo major physical change over the course of 5 years as the building and expanding to accommodate the striving programs that the university will offer.

The primary campus facility is the Innovation, Science and Technology building, which will be under construction when the Al Mustafa university is established. This structure will provide adequate academic, research and operation space during Al Mustafa's first three to four years of operation. However, Al Mustafa's facility needs will grow rapidly over the next 10 years as student enrolment and applied research expand.

There is no reliable means of precisely predicting research expenditures during that time. However, it is expected that research expenditures will increase significantly because of the calibre of faculty being hired and the interest shown by companies wanting to conduct joint research with the University's faculty and students. Ultimately, additional facilities will be needed for academic, research and operational uses.

Those facilities include:

- Student Achievement Centre
- Applied Research centre.
- Admissions Centre
- Student services space (e.g., bookstore, food establishments, student hostel etc)

In addition, The University will seek funding from all available sources and will explore all avenues provided by law to partner with private companies and individuals for the purpose of financing and constructing necessary facilities.

I. **THE ADMISION CENTER:** the Admissions center will give prospective students and families a tangible sense of the Al Mustafa experience before all of the facilities are ready, thereby helping prospective families visualize what it means to be part of Al Mustapha University.

J. **STUDENT AFFAIRS:** Al Mustapha University's Division of Student Affairs will advocate a holistic approach to education and enhance the overall University experience for students. The department will encourage, support and provide guidance for students' extracurricular activities while providing the best resources for a fulfilling and rewarding academic experience. Services provided and managed by Student Affairs include:

- Residence life
- Student activities
- Academic advising
- Student clubs and organizations

- Student government
- Student publications
- Academic societies
- Leadership development
- Religious activities
- Study abroad

K. CURRICULUM: Al Mustafa courses will be guided according to Tanzania, Regional and international syllabus, Al Mustafa will follow TCU program benchmark which is an important tool for harmonisation of academic programmes in the all-disciplinary area for the purpose of comparability of the quality of graduates who pursue similar programmes in different universities.

L. STUDENT HOSTELS: Most of Al Mustafa students are expected to come from beyond its immediate geographic area, an applied research environment and hands-on academic approach will be attractive to students all around the the country. Surveys of potential students have already shown that nearly 70 percent expect and desire on-campus housing options. Additionally, on campus housing will provide students better access to campus facilities, technology and interdisciplinary learning opportunities that are vital to their coursework and academic experience. Therefore, it is expected Al Mustafa housing to be built as early as possible.

M. TECHNOLOGY: Technology is critical to creating an enriched learning environment for our students. The University will leverage technology to provide a unique, advanced, accessible and highly sought after 21st century learning environment.

Al Mustafa envisions an environment that provides e-learning opportunities in a variety of formats, most of which will be accessible on-demand and at the pace that best suits individual students. Technology will be integrated into traditionally taught courses to enhance learning by making lectures more interactive and collaborative. There will also be components of courses and complete courses that are fully online to be accessed by individual students based on their schedules and the pace at which they learn the material. In addition, the University plans to offer blended courses that are a mix of traditional in-class learning and online, individually paced learning. Finally, Florida Poly will have entire degree programs that are fully online which can be completed with no need for the students to attend in-person classes.

ENVIROMENTAL IMPACT ASSESSMENT

We plan to implement initiative ways to become more environmentally friendly, our university commits to enhancing our reputation for sustainability and to supporting the UN Sustainable Development Goals (SDGs) through our research, teaching, campus and operations.

The University recognises that its activities and wider influence impact upon the environment, but, through our policies and Environmental Management System, we wish to minimise these impacts and to grow and develop in a sustainable manner.

To help inform and measure environmental performance, we have developed a number of objectives and key performance indicators, supported by our Environmental Objectives and Actions Plan. These are mapped to the UN SDGs.

We are going to use various ways such as

- Minimise the environmental impact of business travel and the travel undertaken by staff, students, and visitors to and from the University.
- Support circular economy principles. Reduce the volume of waste we produce and maximise recovery and recycling of waste.
- Minimise the volume of water we use.
- Continual improvement of the EMS
- To minimise the environmental impacts of our buildings – from design to occupation
- To raise awareness of sustainability among staff, students, and the communities in which we work, and develop their skills and knowledge to support sustainable development.
- To enhance the University's reputation for sustainability

FINANCIAL PROJECTION

PROJECTED STATEMENT OF INCOME

PROFIT/LOSS IN USD	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
SALES	320,000	900,000	2,160,000	4,000,000	4,500,000
COGS	20,000	45,000	109,000	230,000	220,000
GROSS MARGIN	300,000	855,000	2051000	3770,000	4280,000
GROSS MARGIN RATIO	93.75%	95%	94.95%	94.25%	95.11%

OPERATING EXPENSES

WAGES	340,000	620,000	844000	960,000	960,000
TAXES/BENEFITS	1000	1500	3400	3600	6000
MARKETING COSTS	20000	40000	60000	60000	50000
ADMINSTRATION EXP	150000	270000	310000	350000	490000
DEPRICIATION	100000	200000	220000	180000	240,000
OTHERS	25000	30000	50000	50000	60,000
TOTAL OPERATING EXPENSES	636000	1161500	1487400	1603600	2046000
OPERATING PROFIT/LOSS	(336000)	(306500)	(563600)	2166400	2234000
INTEREST	120000	100000	80000	60000	40000
NET PROFIT	(476000)	(406500)	(643600)	2106400	2194000
NET PROFIT MARGIN					

PROJECTED STATEMENT OF FINANCIAL POSITION

BALANCE SHEET	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
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TOTAL ASSETS

CASH	300,000	200000	153900	150300	1224300
PPE	1864000	2400000	2400000	4500000	8100000
LAND	50,000	50,000	50,000	50,000	50,000
INTANGIBLE ASSETS	60,000	80,000	120,000	130,000	150,000
TOTAL CA & NCA	2274000	2730000	2723900	4830300	9524300

TOTAL EQUITY AND LIABILITY					
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EQUITY CAPITAL	1500000	1500000	1500000	2750000	4250000
RETAINED EARNINGS	(476000)	(882500)	(1526100)	580300	2774300
CURRENT LIABILITY	-	862500	1250000	-	1500000
NON CURRENT LIABILITIES	1250000	1250000	1500000	1500000	1000000
TOTAL E & L	2274000	2730000	2723900	4830300	9524300