

Uganda Martyrs University



**Strategic plan
2010-2020**

LIST OF ABBREVIATIONS

ABC	Activity Based Costing
AIDS	Acquired Immune Deficiency Syndrome
C.F.O	Chief Finance Officer
C.S.R	Corporate Social Responsibility
CBO	Community Based Organizations
COP	Community Outreach Program
CSCE	Corporate Social Community Engagement
D.V.C-A.A	Deputy Vice Chancellor, Academic Affairs
D.V.C-F.A.	Deputy Vice Chancellor, Finance and Administration
E.A.C	East African Community
G.D.P	Gross National Product
HIV	Human Immune Deficiency Virus
ICT	Information and Communication Technology
IUIU	Islamic University in Uganda
MESA	Mainstreaming Environment and Sustainability in African Universities Partnership
MTN	Mobile Telephone Network
MUBS	Makerere University Business School
MUK	Makerere University - Kampala
NCHE	National Council Higher Education
NGO	Non Government Organization
NNP	Net National Product
P.E.S.T.L.E.D	Political, Economic, Sociological, Technology, Legal, Ecological, Demographic
PhD	Doctor of Philosophy
PRO	Public Relations Officer
SWOT	Strengths, Weaknesses, Opportunities, Threats
T.O.R	Terms of reference
UCC	Uganda College of Commerce
UCU	Uganda Christian University
UEC	Uganda Electronic Commission
UMU	Uganda Martyrs University
UMUSU	Uganda Martyrs University Students Union
V.C	Vice Chancellor

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CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

This chapter provides an overview of the university to date. It begins by detailing the journey UMU has taken in relation to its vision, goals and objectives, with clear indicators of what the university intends to achieve in the next ten years, that is, 2010-2020.

In 2003, Uganda Martyrs University (UMU) prepared a strategic plan for the years 2004-2009. That strategic plan acted as a direction and beginning point for the future plans of the university. The strategic plan reaffirmed the university's commitment to its vision, that is: "To be a university that is nationally and internationally recognized for excellence in research and the advancement of knowledge". The vision of the present Vice Chancellor is to see UMU as being: (i) student-centered; (ii) research intensive; (iii) imbued with Christian values; (iv) of national and international repute; (v) uniquely Ugandan in character; (vi) of service to the Church, the people of Uganda, the whole of Africa and the world at large.

The strategic plan for 2004-2009 served the university well towards achieving the set objectives. For example: (i) the student population has increased from 1500 in 2003 to 4448 students in 2009 made up of 1322 full time students, 601 part time on evening and week end courses and 2525 on distance learning courses; (ii) introduction of Distance-Learning programmes for undergraduate and postgraduate studies; and (iii) the establishment of the out-reach programme. The leadership of the university has changed during the period of 2004-2009. A new Vice Chancellor and Deputy Vice Chancellor were appointed in the year 2006. In 2009, the university decided to have two DVCs, one for Academic Affairs and the other for Finance and Administration.

Given the present complex and challenging environment, evidenced by the emerging changes in terms of political, economical, social, technological, legal, ecological and demographic trends, the university has explicitly found it imperative to develop a comprehensive strategic plan for the years 2010-2020 that will help in consolidating and improving the already attained

achievements and thereafter, chart out approaches that will lead to the realization of its mission, vision, goals and objectives.

This 2010-2020 Strategic Plan covers key areas like: the situation analysis, projected action points, mechanism to monitor performance, and action plan which will show resource allocation according to the activities. The strategies or action points will include capitalizing on UMU's strengths to take advantage of external opportunities; seeking to overcome some of the identified weaknesses; and minimizing any foreseeable threats.

1.1 Background

Before 1993 Uganda had only four Universities. Of these, two were privately owned, namely Ndejje University and Islamic University in Uganda, and the other two were public universities, namely Makerere University and Mbarara University of Science and Technology. According to the National Council for Higher Education, there are presently 28 registered Universities.

UMU is a Catholic founded, faith-based, not-for-profit private university established in 1993, and owned by the Uganda Episcopal Conference (UEC). UMU received a Civil Charter on 2nd April 2005 from the government of Uganda to legitimise its existence and recognize the fact that it had attained the required university standards. UMU has a Governing Council as the ultimate governing body. The Chairman of the Uganda Episcopal Conference serves as the Chancellor of UMU. The Vice Chancellor with the two deputies, namely DVC AA and DVC FA, are the top administrators of the university. They are assisted by the other members of management, the Senate and various committees and departments.

UMU's main Campus is located in Nkozi Sub County in Mpigi District, in the Republic of Uganda and right on the equator, 82 Kilometres (about 90 minutes drive) west of Kampala along the Kampala – Masaka highway overlooking Lake Victoria. The university has branches in Kampala at Uganda Catholic Social Training Centre (Rubaga) and in Masaka at Masaka Social Training Centre. The main campus has a serene and conducive academic environment. Currently there are seven university halls of residence on campus and several private halls of residence close to the campus. Distance-Learning students are also accommodated in these halls during their residential face-to-face sessions. Part-time students can arrange with the Warden for accommodation while carrying out research. A Guest House is available at a

reasonable fee. The University employs a part time counsellor to attend to the needs of the members. UMU also has an Infirmary which is located on campus where the university nurse attends to students. Serious cases are referred to a nearby hospital (Nkozi Hospital). The Barclays Bank Branch on campus eases banking services. UMU is in the process of setting up campuses at Mbale and Ngetta. Other locations are being considered for campuses to be set up during the 10 years covered by this strategic plan.

UMU started with two faculties, 84 students and 7 staff members. Presently the University has 8 faculties, namely: Agriculture, Business Administration and Management, the Built Environment, Education, Health Sciences, Humanities and Social Sciences, Sciences and the Institute of Ethics and Development Studies. Other faculties which are in the pipeline and are due to start during academic year 2010-2011 include the East African School of Diplomacy, Governance and International Studies, the Post Graduate Medical School, and the Faculty of Legal Education. UMU also has a Centre for Distance Learning Studies which coordinates all activities of distance learning students.

The university runs on semester system. The first semester starts in August and ends in December and the second semester starts in January and ends in May. UMU offers certificate, diploma, undergraduate and graduate programmes. These programmes are offered on a full-time, weekend/part time, and distance-learning basis. Students are drawn from a variety of backgrounds and countries world-wide. UMU has 107 full-time and 33 part-time academic staff, 68 administrative staff and 94 support staff.

UMU collaborates in research and teaching with a number of universities. These include: Radboud University - Nijmegen, Netherlands, University of Baltimore - Baltimore, USA, Vrije University - Amsterdam, Netherlands; Delft University of Technology - Delft, Netherlands; the University of Groningen, Netherlands; Johannes Kepler University- Linz, Austria; St. Mary's University - Halifax, Canada; Notre Dame University, USA; Purdue University, USA; State University of New York – Albany, USA; University of Manitoba, Canada; Western Cape University, South Africa; University of Pretoria, South Africa; Ghent University, Belgium; Ulster University in Northern Ireland and the Catholic University of Milan. UMU is in the process of setting up other local, regional, African and international collaborations. The research and research-led teaching collaborations encompass the fields of

Education, Health Sciences, Agriculture, the Built Environment, Humanities and Social Sciences, Development Studies and Business Administration and Management.

There are a number of constituent colleges and institutions affiliated to UMU; these include: St John the Baptist Ggaba Primary Teachers College, Philosophy Centre Jinja, St. Francis Counselling Training Centre – Mbarara, Fatima Institute – Sierra Leone, Bishop Magambo Counsellor Training Institute, Virika, Fort Portal, Mbuye Farm School - Rakai, Uganda Catholic Social Centre-Rubaga, Kisubi Brothers University College (KBUC) and Uganda Martyrs University – Nile Campus.

UMU has a community engagement policy which promotes interactions with the community for mutual benefit. This is based on the philosophy that a university should not live in isolation but should be a responsible member of the community in which it operates.

1.1.1 Awards to date

The university has been recognized nationally and internationally for some of its activities. UMU awards included:

- The “Mainstreaming Environment and Sustainability in African Universities Partnership (MESA)” Award for 2009.
- 1st Runner up at the Ugandan Universities’ Exhibition of 2009 whose theme was “Community Outreach”.
- The 2006 Association of Commonwealth Universities award for Public Relation, Marketing and Communication in the website category.
- A nomination as the Commonwealth University of the year (by the Times Higher Education Supplement) in 2006.
- The Best University in Uganda in 2005 award as selected by East African Institute of Social Research based at Makerere.
- The Ex Corde Ecclesiae Medal from the Federation of International Catholic Universities in 2003.
- Validation visits by National Council for Higher Education (NCHE), Uganda Society of Architects (USA), The Commonwealth Association of Architects (CAA.)

- Accreditation by the Uganda Society of Architects and The Commonwealth Association of Architects in 2008 (the only University in Uganda with Accredited programs in Architecture).

1.1.2 Achievements to date

UMU is proud of the following achievements:

- The university started with a small student population of 84 students and 7 staff members. UMU now has close to 4,500 students and a total staff complement of 302 people.
- The university started with a few buildings which were in a dilapidated state. The infrastructure of the present main campus at Nkozi has expanded drastically with a very well kept campus and conducive environment for studies.
- The number of UMU alumni has grown to more than 5,000 graduates.
- The PhD ratio among the academic staff has continued to increase and is now at least 25%.
- The university started with 2 Faculties in 1993 but now has 8 active Faculties and others in the pipeline.
- The number of programmes offered by the university has also increased substantially and others are being planned to start soon.
- UMU started with one Campus at Nkozi but now has a Constituent College at Kisubi, Branches at Rubaga and Masaka, several Affiliated Institutions, 2 new Campuses, and a number of National and International Partner Institutions.
- UMU has forged strategic alliances with several Dioceses in Uganda which have offered land and infrastructure to start new Campuses; these are under consideration.
- UMU enjoys a good reputation with prospective employers and other stakeholders.
- UMU has a successful Outreach Programme which fosters a two-way engagement with the local community for the mutual benefit of the university and its neighbours.

1.2 Mission statement

The Mission of the University is to provide quality higher education, training and research for the betterment of society guided by ethical values.

1.3 Vision

UMU's Vision is "to be a University that is nationally and internationally recognized for excellence in teaching, learning, research, advancement of knowledge and community engagement".

The Vice Chancellor has prepared a companion vision of the role, importance and continuity of UMU which perceives the university as being:

...a student-centred university, a research intensive university and a university that is uniquely Ugandan in character, a university that is imbued with Christian values, an institution that is of national and international acclaim, and an institution that is responsive to the needs of the Church and the people of Uganda.

1.4 University Slogan

The University slogan is "Making a Difference". Our present members and alumni of the university are encouraged to make a positive contribution to society wherever they are.

1.5 University Goals and objectives

During the next ten years the University has seven major goals. These include:

- To provide high quality education based on Catholic values and principles.
- To promote research and publication.
- To significantly improve the ICT resources and facilities to match the increasing demands of the university.
- To diversify the income base of the University.
- To create an education environment that will deliver specific programs to meet national and international expectations.
- To enhance development of individual character without compromising human values.
- To provide quality services that support the fulfilment of the goals and objectives of the university.

These goals and their objectives are detailed below:

Goal 1: To provide high quality education based on Catholic values and principles.

Objectives:

1. 1. To provide training that will enable students to be independent thinkers
2. 2. To provide academic programmes that comply with the changing environment

3. 3. To provide high quality integral education that is recognized nationally and internationally
4. 4. To cultivate and promote our academic disciplines within the context of the Catholic Social Teaching
5. 5. To mainstream quality in all the programs in UMU
6. 6. To introduce courses in Philosophy and Religious Studies.

Goal 2: To promote research and publication.

Objectives:

- 1) To strengthen the culture of research among the students and staff of UMU
- 2) To increase the number of publications by staff and students

Goal 3: To significantly improve the ICT resources and facilities to match the increasing demands of the university

1. To increase significantly the bandwidth
2. To improve on the management of the ICT sector
3. To upgrade the ICT infrastructure
4. To provide wireless Internet for UMU community and neighbouring locations
5. To establish video-conferencing facilities

Goal 4: To diversify the income base of the University

Objectives:

1. To establish a Directorate of Planning and Development of the University by 2011
2. To establish a fundraising unit of the University by 2011
3. To establish an endowment fund by 2011
4. To mobilize financial resources for the University through our partnerships to meet the financial obligations
5. To promote the writing of project proposals to various potential development partners
6. To consolidate the students and staff scholarship scheme of UMU
7. To promote links with the industry
8. To strengthen links with the alumni
9. To strengthen investment in income generating securities and projects

Goal 5: To create an education environment that will deliver specific programmes to meet local and international standards.

Objectives:

1. To maintain student-lecturer ratio as recommended by NCHE

2. To expand and improve on the existing infrastructure & facilities
3. To participate in community development initiatives through university community engagement programs
4. To establish a fully functional Directorate of Outreach
5. To establish campuses and/or colleges of UMU in each of the four Ecclesiastical Provinces of Uganda by 2012
6. To recruit, retain, motivate and develop qualified and competent staff
7. To strengthen the existing links with other institutions and establish new ones, both nationally and internationally
8. To establish a framework where the university can obtain feedback on the performance of her products in the field

Goal 6: To enhance development of individual character without compromising human values

Objectives:

1. To strengthen systems which uphold human dignity in a multi-cultural environment
2. To organize relevant conferences for students and staff
3. To introduce public dialogue in areas like corruption, gender, HIV/AIDS, celebrating unity in diversity and governance

Goal 7: To provide quality services that support the fulfilment of the goals and objectives of the university

Objectives:

1. To develop service delivery in a manner that is responsive to the needs and priorities of the beneficiaries
2. To assure quality and timely delivery of services (both academic and administrative)

1.6 Core values

a) Equality and Openness

UMU maintains its Catholic identity of universality by promoting equality and being open to everyone who qualifies regardless of gender, religion, race, tribe and social background.

b) Provision of high quality education

UMU is committed to excellence in all its academic programs by providing high quality education.

c) Environmental protection and mainstreaming Education for Sustainable Development

The University commits itself to sound environmental management practices. It recognizes itself to be part of the whole biotic community and wishes to live in harmony with its environment. The university is committed to the process of mainstreaming Education for Sustainable Development.

d) Quality and holistic approach

The Mission of UMU is derived from the Christian understanding of the person. It is committed to the development of each individual through education at all levels, stressing in particular the creation of an environment where intellectual and moral values take priority. Students are encouraged to be critical, creative, imaginative, interactive and participative.

e) Academic freedom

The university puts emphasis on the right to academic freedom in its research, teaching and learning process. At the same time it respects the cultural heritage of African traditions and values. The university is committed to scholarly values of curiosity, creativity, experimentation and critical appraisal of both practical and theoretical dimensions. This is manifested by the university's open exchange of ideas and invitation of renowned scholars, academics and knowledgeable personalities as part of the staff exchange program or to conduct public lectures.

f) High ethical standards.

UMU commits itself not only to the provision of high quality education but also the promotion of, and living by, the values of justice, respect, honesty, human rights and equality. UMU is one of the few universities which offers Ethics as a compulsory subject in all its programs. This is intended to equip students with morals and values demanded by the challenges of the changing times.

g) Solidarity with community.

UMU is actively involved in community engagement activities through various programmes and associations. UMU has a Community Relations Committee and has established a Directorate of Outreach.

h) Zero tolerance to corruption.

UMU operates by the policy of zero tolerance to corruption. It promotes openness, transparency and accountability.

i) Total commitment to the achievement of the university's mission, goals and objectives

All members of the university community are fully committed in the performance of their respective functions and responsibilities to the achievement of the university's mission, vision, goals and objectives.

j. Gender Equality

UMU recognizes the fact that all human beings are equal irrespective of gender and promotes gender equality.

1.7 Guiding Principles

UMU espouses the following guiding principles with the acronym **TARAQ**:

- a) Transparency
- b) Accountability
- c) Reliability
- d) Action based on institutional ethos
- e) Quality.

1.8 Conclusion

This chapter has presented some background information and the mission, vision, core values, goals and objectives of the university. The next chapter will present an analysis of the internal and external environment of the university.

CHAPTER TWO

SITUATION ANALYSIS

2.0 Introduction

Uganda Martyrs University intends to continue developing over the next decade. This requires a reliable process of evaluation of the current status of the university to provide the context for planning for this development. The analysis has been used to develop the Master Plan and the Strategic Plan, which identify the strategies, activities and resources that contribute to the continued vitality and the academic excellence of the university.

2.1. Evaluating UMU's present in relation to its future

2.1.1. Physical infrastructure systems

Sewage

The University's sewage system is many septic scattered all over the campus with no proper records of where each septic tank is located.

Roads and Paths

The road through Nkozi and into the campus is in very bad condition, and is a poor introduction to the campus.

Water

Water is at maximum usage already – the limits are of tank size and pump size; the aquifer is large, and can handle substantially more use. The septic fields and possible leaching to the aquifer pose the main water concern.

Rain water

There is plenty of rain water coming from the roofs of the buildings at the university. However, the university is presently not harvesting this water which could be used for various purposes.

Electricity

UMU presently relies on a generator when there are power outages and this is expensive to run. Alternative sources of power are necessary – especially as UMU plans to grow, and will probably require more electric power.

2.1.2. Accommodation

Student Accommodation

Student housing is currently typically two students per room with shared washrooms. The ideal situation would be to have first year students reside on campus – with older students able to have some on-campus units, but generally finding private sector in-town accommodation. However, the rooms on campus are not sufficient to accommodate all first year students.

Staff Accommodation

There is inadequate staff accommodation on campus, and no private-sector initiative to construct staff accommodation in town.

2.1.3. Facilities

Staff & Administration Offices

There is a shortage of offices to accommodate current demand for both academic and administrative staff; future increases in campus size will require a growing number of these offices.

Library & African Research and Documentation Centre

The library collection of approximately 20,000 titles is below the recommended standard for universities of this size. The reading room and stack area are not adequate for current loads; there are also many additional in-library services which will be necessary to achieve an effective and appropriate facility.

Classrooms

Classrooms are already in too-short supply and faculties have to work hard to coordinate timetables. More classrooms are necessary to accommodate current needs, and the requirement will become greater as the institution becomes larger. Timetabling issues need to be looked into in view of the availability of full-time staff.

Auditorium

The existing auditorium is inadequate for current needs; a facility for approximately 500 seats will be appropriate.

Sports Facilities

The sports facilities are inadequate. There is need to develop a new athletic facility which would include recreation and sporting activities such as football fields, tennis grounds, a field house, a gymnasium and smaller sports facilities – as well as support facilities.

Pre-School and Primary Schools

There is a lack of good primary schools. The lack of pre-school and primary schools is felt to be a key cause of some staff with family and young children leaving the services of UMU.

Students Centre

Students do not have a proper centre for their offices, bookshop and other facilities that they require as students.

2.1.4 Marketing and Visibility

UMU's marketing of itself and its programmes leaves a lot to be desired. This is reflected in the quality of its adverts in the public media and its presence at inter-university events.

2.1.5 Alumni Relations

Coordination with UMU alumni is weak. There is potential to involve the alumni in the life of the university so that they can be actively involved in the promotion and development of UMU.

2.1.6 Links with Industry

UMU does not seem to have a strategy for initiating and maintaining links with industry. Such links would help with student placement for internships and eventual employment, as well as providing a possible source of funding for the university.

2.2 Strengths and Core Competencies of the University

2.2.1 Character and Ownership

UMU is owned by the Uganda Episcopal Conference. The Bishops commonly and individually view the university as their own. This is reflected by the positive attitude of each individual Bishop towards the university through creation of strategic partnerships.

The University Campus has a very special spatial, academic and social character, and retaining this character should remain central to all campus development.

2.2.2 Retreat and Sanctuary

The campus is a place for encounter, and for teaching. Yet it is also a place for retreat and contemplation. The importance of academic and personal quiet is central to personal growth, and should be satisfied in project developments of all scales.

2.2.3 Good Reputation

UMU has developed a good reputation nationally and internationally. This is reflected in the various awards and nominations that it has achieved and by the high regard that employers give to our students. Our students are perceived as being competent, responsible, adaptable and ethical in the performance of their duties.

2.2.4 Quality of Programmes

The quality of our programmes is also held in high regard and there is high demand for places at our university. We are among the few Chartered Private Universities in Uganda.

2.2.5 Core Values

UMU's core values are not just on paper but reflected in everything that the university does. The university has very committed staff who offer their services to the students and the university as a whole with dedication.

2.2.6 Institutional Links and Strategic Alliances

UMU works with partners across the country to provide facilities for teaching and learning and for its expansion programme. It also has links with various international universities as part of promoting its international character, as well as providing opportunities for staff development, student exchange, joint research and other mutually beneficial activities.

2.2.7 Internet Services

Despite the challenges of bandwidth, the university offers both fixed line and wireless Internet services to all students and staff on campus and is in the process of extending it to off-campus locations, including private students' hostels.

2.3 Opportunities for the University

The guiding principles for UMU's future plans are recognizing and responding to change in university priorities and operational realities and ensuring that all development decisions fit

between functional, social, academic and environmental exigencies. Below are some of the opportunities UMU should exploit to maintain its status.

2.3.1 Increasing Demand for University Education

The Government's policy of Universal Primary Education and Universal Secondary Education is going to lead to a tremendous increase in students leaving Secondary Schools and looking for places at university and other tertiary institutions. UMU should position itself to take advantage of this increase in student numbers.

2.3.2 Demand for UMU Campuses

Various stakeholders have been applying to UMU to set up its campuses and colleges in various regions of Uganda. This demand is in line with the already approved *Policy of Expansion* of the university.

2.3.3 Sustainability and Appropriate Technology

In a world of limited resources, UMU has an obligation to be actively involved in the search for effective and sustainable building technologies. UMU can also be at the forefront of searching for and promoting renewable energy initiatives.

2.4 Other Considerations

2.4.1 Variety and Richness

Though it is important to retain the character of the existing campus, it will be important to foster special places and events throughout the campus as well.

2.4.2 Opportunities for Encounter and Exchange

The social aspect of education – between students, between students and teachers, and between teachers – is a key part of intellectual growth; opportunities for encounter and exchange should be fostered.

2.4.3 Clarification and Enrichment of Routes – the Fabric of the University

All landscape and building development should contribute to the university's system of pedestrian routes and linked courtyards.

2.3. Conclusion

This chapter examined the internal and external analysis of the environment of the university. The next chapter outlines the strategies that will be followed in implementing the goals and objectives of UMU based upon its mission, vision and core values.

CHAPTER THREE

STRATEGIES

3.0 Introduction

In preparing the strategic plan these questions were key:

1. Where are we now?
2. Where do we want to be? (Vision)
3. What do we want to achieve (Goals and Objectives)
4. How do we get there? (strategies)
5. How do we know that we have arrived (Performance Indicators)?

Based on the analysis discussed in chapter two above, this chapter presents some of the strategies that the university shall follow in the next 10 years. The overall strategy to be employed will be broad differentiation based upon quality. The desire to maintain quality of the highest standards will be the factor that drives all our activities, programmes and support services. This will in turn be influenced by the quality of our staff (academic, administrative and support) and of the students that we admit to our programmes. UMU's slogan is "making a difference" particularly where it counts. The university will continue with this intention of making a positive difference reflected in all its activities and products (alumni, academic programmes and interaction with the industry and the community at large) based upon the values of UMU.

3.1 Goal 1: To provide high quality education based upon Catholic values and principles.

3.1.1 Recruitment, Retention and Development of Academic Staff

The quality of our academic standards will be largely influenced by the quality of our academic staff. The process of staff recruitment must be thorough and the highest academic and professional standards must be adhered to. Measures shall be put in place to attract, motivate, retain and develop competent and committed staff members. If needs be, efforts will be made to headhunt staff of the highest calibre. Notwithstanding the existing recruitment system, the system of "come and see" will be explored, more especially for academia who have been already vetted by their institutions. In any case, presentation of one's academic papers is a prerequisite.

3.1.2 Minimum Qualifications for Appointment as Lecturer

Only candidates who have attained at least an Upper Second Class Bachelors Degree and a Masters Degree with good grades shall be considered for appointment at entry-level position. These shall initially be appointed as Assistant Lecturers and be given a chance to enrol for a PhD or its equivalent within 3 years of being hired by the University. UMU shall move towards a PhD or its equivalent as the minimum requirement for all its Lecturers within the next 5 years. Exceptions to this rule shall only be with the approval of the Governing Council on the recommendation of the Council Appointments Committee and are to be considered on individual merit.

3.1.3 Student Recruitment

There is need to develop a systematic programme for recruiting students countrywide to reflect the national and international character of the university. Beyond the normal entry requirements, UMU will spearhead other avenues like mature age entry, experience in the field and sports excellence in recruiting students. The university shall continue to compete with the public universities in recruiting students with top grades.

3.1.4 Review of all academic programmes for quality and relevance

UMU shall continually review the curricula and detailed course contents of all the academic programmes that the university offers. This will be an ongoing process by all academic units of UMU and shall be conducted by all Faculties every 3 years. A Curriculum Review Committee of Senate shall be established to spearhead this exercise. External reviewers who are experts in specific disciplines will be used to give an objective view; this is in addition to the peer review conducted by the NCHE.

3.1.5 Rationalisation of all academic programmes and course units

All programmes and course units will be rationalised as part of the review process to avoid duplication in programmes and course units.

3.1.6 Committee of Senate to review and recommend new programmes

Senate shall create Curriculum Review Committee to review all proposed new programmes and course units and make recommendations to Senate about their approval or otherwise. This is to control the mushrooming of new course units and programmes and to ensure that only relevant programmes are started. This committee will also ensure that duplication of programmes and course units is avoided. The University Planning Committee shall advise Senate on the relevance of the ongoing programmes and on the desirability of introducing new ones.

3.1.7 Involvement of Stakeholders

Whereas the university should be independent in its pursuit for knowledge, it is also useful to involve the relevant stakeholders such as alumni, professional bodies and both actual and potential employers in the review of our programmes for relevance to the needs of the country.

3.1.8 Promotion of Teaching, Learning and Research in the Context of the Catholic Social Teaching.

Studies will be promoted in the Catholic Social Teaching. Relevant values such as justice, peace, equality and respect for human values shall be incorporated in the university's academic programmes. These values will be the basis of research and publication in various disciplines and will also guide UMU's community engagement programmes.

3.1.9 Review for Relevance and Cost Effectiveness

The university shall continue to review its present academic programmes for relevance to its mission and goals, cost effectiveness and the difference they make to the beneficiaries of the programmes. New programmes may also be initiated as part of the review in order to fulfil the university's mission, goals and objectives.

3.1.10 Internships for Students

There shall be a deliberate effort to marry practice with theory through placement of students in the industry and other work places for internships. These internships will complement the theory learned by students in lectures and provide practical skills. They will also expose students to potential employers and employment opportunities.

3.1.11 Assessment of Academic Staff

Assessment of staff by students, peers and supervisors will contribute towards quality assurance of UMU's academic programmes. The criteria by which the staff are to be assessed shall be made known to them in advance and the actual assessment shall be conducted fairly and objectively with input from all stakeholders, including the staff member being assessed and the immediate supervisor of the staff member. The purpose of the assessment is to help the respective staff member to improve in his/her performance and the results of the assessment shall be communicated to the person being assessed in a timely manner in accordance with the laid down procedures.

3.2 Goal 2: To promote research and publication

Every university is meant to be a centre that promotes knowledge through teaching, learning, research and publication. UMU will endeavour to contribute to knowledge through its research and publication. Promotion of academic staff members shall take the number and quality of publications into account, among other things.

3.2.1 Promotion of Research and Publication

Academic staff shall be required to publish a certain number of academic articles in refereed journals of international acclaim in a given period. The maxim of "publish or perish" shall be considered and applied. Research teams leading to publication of academic papers in recognised journals shall be encouraged.

3.2.2 Strengthening and Equipping the Directorate of Research

The Directorate of Research shall be at the forefront of promoting and coordinating research activities at UMU. This will necessitate staffing the Directorate with qualified and competent staff in all its departments including the ARDC, the proposed ICT Research Centre and the Directorate of Outreach in its research activities. Relevant literature for research shall be availed in specialised departments of research, in addition to getting up-to-date literature in its various forms (multimedia) in the main Library.

3.2.3 Strengthening the culture of research among students and staff

Emphasis shall be placed on challenging topics which have not been researched on before in selecting research topics for students' dissertations and research projects. Innovation and contribution to knowledge shall be encouraged in all research activities.

3.2.4 Developing and enforcing a research ethical code of conduct

This research code shall ensure that all participants (human or otherwise) in research projects are treated in an ethical and professional manner that is not harmful to the participants, respects the rights of those individuals and conforms to internationally accepted standards.

3.2.5 Establishing an Institutional Review Board (IRB)

UMU shall establish an Institutional Review Board to develop a research code of conduct and to monitor and enforce the implementation of this code. The IRB shall review all research proposals to be carried out at UMU or elsewhere by UMU staff and those wishing to use UMU facilities for research.

3.3 Goal 3: To significantly improve the ICT resources and facilities to match the increasing demands of the university

3.3.1 To increase the bandwidth significantly

The efficiency and effectiveness of the ICT Department is crucial to the promotion of research at the university. Sufficient bandwidth that can provide fast and reliable research facilities is to be acquired. This will also facilitate access to electronic materials on the Internet. The adequacy of the bandwidth shall be reviewed periodically to ensure that it meets the prevailing needs.

3.3.2 To improve the management of ICT

There is need to recruit sufficiently qualified and experienced personnel in the ICT department and to provide opportunities for staff development for the current staff. The position of ICT Head is to be elevated to a Senior Administrative Position with commensurate pay so as to attract and retain the right candidates with the required expertise and experience. There shall be increased collaboration with other institutions through staff exchange and development to facilitate the mentoring of the university's ICT staff. Outsourcing of the ICT management is an option that may be considered.

3.3.3 To upgrade the ICT infrastructure

As recommended by the delegation from the University of Notre Dame, which studied the UMU ICT system, the entire infrastructure, equipment and accessories of the ICT Control

Room need to be upgraded to modern standards which can accommodate increased bandwidth and user requirements.

3.3.4 Linking of Branches, Campuses and Constituent Colleges to UMU's Network

As the university continues to expand, there is need for planning to enable other branches, campuses, constituent colleges and distance-learning students to access the e-resources at the main campus and to engage all campuses in video-conferencing.

3.3.5 Sharing of e-resources with Partner Institutions

UMU shall explore chances of sharing e-resources with other national and international institutions so as to widen our database. Joint negotiation of rates for the Internet and for e-resources will also be made by partner universities as a block to increase their bargaining power with suppliers.

3.3.6 Extending the wireless Internet to cover the whole campus and environs

UMU shall continue to implement its plan to enable the whole campus to access wireless Internet and to extend the same facilities to the private hostels and staff residences that are off-campus. Eventually, this service shall be extended to the rural community around UMU as part of the NUFFIC IT Project.

3.3.7 Promoting e-Learning in Distance Learning Programmes

UMU shall take advantage of the fast moving developments in the area of technology and find innovative ways of offering its Distance Learning Programmes using multimedia modes of delivery. This includes the use of digital media, video-conferencing, the Internet, various Internet discussion fora, telephone messaging and voice calls. This will bring the distance-learning students closer to the university, render more support to them and also help in monitoring their progress. However, room will still be given for the physical interactions, as technology cannot entirely replace the human factor. Audio visual development will have to be explored to the maximum whereby DVDs can be accessed by students. This requires a concerted effort by lecturers, ICT staff and Management.

3.4 Goal 4: To diversify the income base of the university

Presently about 90% of the university's income is from tuition fees paid by students. Reliance on students' fees is not healthy for a university. In the next decade, initiation and diversification of the income base of the university needs to be planned for and implemented. It is UMU's ardent desire and commitment to diversify the income base by making sure that in five years' time we reduce dependence on tuition by 50%. We shall diversify our income base by engaging in income generating projects, investing wisely, fundraising involving alumni and other well-wishers, and writing project proposals for funding.

There is need for each course to calculate the unit cost of educating a student. Different fees structures shall be considered for different programmes, based upon the cost of offering those programmes and the market demand for the programmes.

3.4.1 Establishing a Directorate of Planning and Development

UMU needs to establish a proper planning unit as a matter of urgency. This unit shall be responsible for the strategic planning of the university and the implementation of approved plans. It shall regularly assess the performance of the various sectors of the university and advise on short-term, medium-term and long-term plans and requirements of the university. This Directorate will also work with the Finance and Accounting Departments in coordination with the Deputy Vice Chancellor Finance and Administration to identify the financial requirements of the university.

3.4.2 Establishing a Fundraising Unit

The primary task of this unit will be to identify various potential sources of income to finance the projects and other requirements identified by the Directorate of Planning and Development. The unit shall spearhead applications for funding to both national and international sources following the procedures laid down by the university. These sources shall include companies and other organisations in Uganda. **The Episcopal Conference shall be asked to contribute to UMU and to revive the idea of UMU Day in the Dioceses, whereby each Diocese makes a financial contribution for UMU.** The fundraising unit may be a department of the Directorate of Planning and Development.

3.4.3 Alumni

The university's alumni can be a significant source of funding for the university either through their personal contributions or through their contacts with various individuals, the industry and various funding agencies. There shall be a concerted effort to build up an up-to-date database of all our alumni and to establish regular communication with them. The alumni will be encouraged to sponsor specific projects that have been identified by the Directorate of Planning and Development and approved by management. Tracer studies will be a vital tool for maintaining contacts with the alumni and tracing their career developments.

It is of paramount importance that the Alumni initiate investment ventures like hostels and shopping malls to make their presence felt and to raise funds for the university.

3.4.4 Project Proposals

UMU shall aggressively identify possible sponsoring agencies, develop professional project proposals and submit the proposals to these agencies to seek funding for approved projects. The Fundraising Unit in coordination with the DVC FA shall develop these.

3.4.5 Funding for Staff Development

UMU currently relies largely on internally generated funds for staff development. The DVC AA and DVC FA shall work together to identify possible funding sources for staff development. These could be part of institutional links with international universities. However, other agencies that fund training of staff (academic and administrative) shall be identified and pursued for funding by writing applications and making personal contacts.

3.4.6 Student Scholarships

The major source of funding for scholarships is MISSIO but these scholarships are primarily meant for Priests, Religious and Laity working with the Church. The university shall identify other sources of funding for scholarships to increase funding for scholarships. These could include the alumni, friends of the university, the industry and various donor agencies.

3.4.7 Establishment of Endowment Fund

It is imperative that the university establishes an endowment fund which can serve as an emergency fund and as a source of income arising from accrued income. This has to be properly planned for and managed in a professional manner.

3.4.8 Investment in Income Generating Securities and Projects

These can be a significant source of income if the endowment fund and all funds held in trust are invested in income generating securities and projects. The DVC FA shall work together with the Finance Office and the Directorate of Planning and Development to identify and invest in income generating projects with the approval of management.

3.4.9 Consultancies

Consultancies by academic staff, academic units and relevant qualified administrative personnel can be a source of income and can contribute to the diversification of the income base of the university. A percentage of the income will go to the university to fund general activities, while the various units and individuals involved in the consultancies will retain a portion of the income for their benefit.

3.4.10 Introduction of short courses

The university shall consider introducing short-term courses targeting specific markets according to their needs. Such courses may include training in leadership skills, record keeping, management, governance, counselling and guidance and other tailored courses.

3.4.11 ICT User Fee

The students shall be asked to contribute to the cost of computing and Internet services through the introduction of a user fee determined by the Council Finance Committee.

3.4.12 Outsourcing and Privatising of non-core activities

A review of some of the non-core activities such as the provision of food to students and employees and printing services has indicated that these services are being subsidised by the university from revenue meant for other services. It is therefore recommended that a careful review of all non-core services be made to identify where the university could save money through either outsourcing or outright privatising. The university would also receive additional income through rent collected from the providers of those services.

3.4.13 Sponsorship of Chairs

The university shall pursue opportunities for possible sponsorship of Chairs at UMU. Funders for these Chairs would pay the salaries and other expenditures relating to those Chairs.

3.4.14 Innovation and Incubation Centres for Entrepreneurs

UMU shall set up office and meeting space for start-up companies and assist them to establish their businesses by offering technical expertise to them. These entrepreneurs will be charged rent for the facilities as well as fees for the technical input by the university. The university could even be part owner of some of the businesses that have potential to succeed in the market place.

3.5 Goal 5: To create an education environment that will deliver specific programmes to meet national and international standards

UMU recognises the fact that the designing of academic programmes that meet the required standards is not in itself sufficient to ensure world-renowned quality of the education programmes in a university. The environment in which those programmes are offered is equally important. Here are some factors that will affect the quality of education:

3.5.1 Physical Infrastructure

The physical infrastructure is an important element of the education environment of a university. Student numbers shall be supported by adequate and appropriate lecture rooms, library space and resources, computer labs, ICT facilities, dining room, auditorium, sports facilities and housing for accommodation.

3.5.2 Other Supporting Infrastructures

Other priority infrastructure facilities include a central sewage system, staff offices, students' centre, appropriate guest house(s), conference centre with video conferencing facilities, upgrading of roads on campus, innovation and incubation centre to promote entrepreneurship and the establishment of new business enterprises, and the setting up of new branches, campuses and constituent colleges.

3.5.3 Staffing

Currently, the university staff qualifications stand at 25% with PhD against the recommended 60%. Those with Masters meet the required and recommended 70%. A comprehensive training strategy to meet the required and recommended academic staff qualifications is required. Under this strategy, the central part will be attraction and retention of outstanding employees. This will assist the university to have a qualitative and quantitative pool of academic staff of its own who will comfortably uphold the organization culture and mission.

Proper planning and implementation of staffing levels, minimum qualifications and experience, recruitment, appointment, motivation and development needs shall be made and adhered to so that it is in line with the university's aspiration to continue improving its standards and meet the current developments in the academic sector worldwide. Continuous professional development of all UMU's staff shall be emphasised. With effect from this year only those with a PhD or its equivalent shall be recruited and appointed to the position of Lecturer. Those below the level of PhD shall be taken on as Teaching Assistants or Assistant Lecturers. The present academic staff who do not possess a PhD or its equivalent shall be required to register for PhD Programmes within the next three years. Those who fail to register for a PhD may not have their contracts renewed when they expire. UMU shall also follow a policy of retaining its best performing students and employ them as teaching assistants, assistant lecturers or any other suitable position as part of staff development. These retained students shall be required to register for higher degrees within a specified period. It is also imperative that UMU puts in place an appropriate policy on staff workload which it can enforce consistently. The recommendations that have been made by the Salary Review Committee shall be presented to Council after careful review by management for their practicability and affordability so that the university pays competitive salaries which can attract and retain qualified and competent staff.

3.5.4 Branches, Campuses and Constituent Colleges

The establishment of new branches, campuses and constituent colleges, in addition to strengthening existing ones, will contribute to the betterment of the education environment as it will bring services nearer to the beneficiaries. Special attention needs to be paid to the setting up of new facilities based upon the lessons learned from existing branches and campuses. One such lesson is for UMU to divest itself from non-core activities right from the beginning. These can be outsourced or privatised right from the start unless the university management sees it fit to be directly in charge of some of those services depending upon the prevailing circumstances

in a particular branch, campus and constituent college of UMU. Another factor will be how to control costs by cutting out unnecessary expenditures and getting a proper workload of staff so that the savings can be passed on to students in the form of appropriate and competitive fees for the new branches and campuses.

3.5.5 Facilities for Young Children of Staff

There is need to identify and put in place facilities that can cater to the needs of staff with young children. These include day care centre, pre-primary school (kindergarten), and primary school of high quality. Currently, existing schools in Nkozi do not meet the standards required by the staff of UMU for their children. Partnership can be built with some of the existing schools or new ones built to standard.

3.5.6 Staff housing

The time and energy lost to 4 hours per day commuting to Kampala is a tremendous drain on the university's resources, teaching time and energy. Staff commuting appears to be a serious limitation to growth, staff satisfaction, and staff performance – and should be very near to “the top of the list” for initial projects. The policy on housing allowance to be part of the consolidated pay of the staff is to be implemented.

3.5.7 Convention/Visitor Hotel

The lack of nearby quality accommodations has restricted the university's ability to attract conventions, cultural and athletic events, and visiting lecturers. Filling this void will have an immediate impact on the university's performance and income.

3.5.8 Community Engagement

It is the firm belief of UMU that a university should not live in isolation of the community surrounding it. A two-way interaction with the neighbouring communities through various programmes and activities is to be encouraged. This involves the university participating in community social and economic activities as well as the community sharing the wealth of its talents with the university. UMU will try to hire qualified and competent members of the community and also provide at least one scholarship at a time to qualifying community members to study at the university if funds permit.

3.6 Goal 6: To enhance development of the individual without compromising human values

3.6.1 Integral development of the person

All university activities shall be focused on the integral development of the whole person and not limited to the academic development. This development shall include the social, moral, spiritual, academic, economic, cultural and career aspects of the growth of individuals.

3.6.2 Diversity of Programmes

This development is to be fostered through formal staff development programmes, continuing professional education, conferences and seminars, promoting innovation, and entrepreneurship, public dialogue in relevant fields such as: corruption, governance, gender, HIV/AIDS, promoting unity in diversity and promoting incubation of start-up companies by the university's current and past staff and students.

3.6.3 Participation in national debate on key issues

UMU's community (staff and students) shall be encouraged to participate in different fora on key issues of national importance as part of its aspiration to make a positive difference where it matters guided by the university's core values.

3.7 Goal 7: To provide quality services that support the fulfilment of the goals and objectives of the university

3.7.1 Hiring and retention of administrative staff

The qualifications and competence of the individuals employed in administrative positions at all levels, including management, affect the quality of the services that are provided by the university and the fulfilment of the university's goals and objectives. The desire for quality shall guide the process of recruitment and retention of university officials at all levels.

3.7.2 Quality Assurance in the performance of management

Currently, it is only administrative and academic staff below the level of management who are subject to an initial probation period followed by confirmation after evaluation. It is time to

rethink what relevant measures can be put in place to ensure that the right people are appointed and retained in positions of management and that the performance of all members is of high quality and meets expectations. The Governing Council shall set up a Management Review Committee from among its own members, who are not employees or students of the university to coordinate the evaluation of the members of management, review their performance and recommend appropriate action to be taken as required. This will promote accountability and enhance the quality of management at UMU.

3.7.3 Quality Assurance in the Performance of Council

The members of Council shall review their performance as Council and the performance of each Council member as an individual on an annual basis. The review of the Council members and of the Council itself shall be coordinated by the Chairman of Council while the evaluations of the Chairman of Council shall be sent to the Chairman of the Episcopal Conference.

3.7.4 Termination of Service

The conditions under which the services of university employees may be terminated are clearly spelt out in the Charter, Statutes and Personnel Handbook. The current Charter and Statutes state that members of management appointed by the Episcopal Conference “*can be dismissed summarily in case of serious wrong-doing, gross neglect of duties, gross misconduct or gross mismanagement*”; a notice period of six months is required otherwise the member is to be paid for six months in lieu of the notice. There is need to clearly define what is meant by those transgressions. There is also need to review other circumstances under which their services may be terminated, such as unsatisfactory performance.

3.7.5 Quality Assurance for Support Services

Quality assurance is to be taken as a priority in whatever the university does and shall be reflected in both academic and administrative functions of UMU. Quality shall be taken as everyone’s concern and the strategy of Total Quality Management (TQM) is to be adopted. Quality review and assurance shall be an ongoing process even if official periodic reviews are to be performed. All departments and individuals shall continuously aspire to improve in the quality of services offered at UMU. Different types of audits, such as systems audit, financial audit, personnel audit, academic programmes audit, etc. shall be conducted at regular intervals

to assure quality, efficiency, effectiveness and timeliness of delivery of services. External reviewers shall be used as applicable to ensure objectivity in the evaluation.

3.7.6 Collaboration with other institutions

Collaboration with other institutions of higher learning, dioceses, the industry, government, donor and other agencies, alumni and other potential partners will add synergy to the ability of UMU to deliver its programmes and in its quest for expansion to the various regions of Uganda.

3.8 Conclusion

The University's vision for growth and development will involve investments in both the hard infrastructure and the soft infrastructure. In the first years, the university will ensure that all the projected needs "fit" within its vision and other aspects that make UMU the place it is.

The next chapter provides a general understanding of how the university will implement, monitor and evaluate its performance over the next decade.

CHAPTER FOUR

IMPLEMENTATION, MONITORING AND EVALUATION OF THE PERFORMANCE

4.0 Introduction

A Strategic Plan is not in itself sufficient for the successful implementation of an organisation's mission, vision, goals and objectives. The proper implementation of the laid down objectives and strategies is crucial to the success of an entity. Implementation, in turn, is influenced by the setting of clear performance indicators and mechanisms for monitoring, measuring and evaluating of performance and taking corrective measures as and when necessary.

4.1 Implementation

Each goal of this strategic plan has specific objectives to be achieved and strategies to be employed in order to achieve those objectives. It is important that, for the proper implementation of the goals and objectives, responsibility for performance be allotted to a specific individual, office or department (academic or administrative) which shall bear the primary responsibility for the achievement of the goals and objectives. Even where more than one department or office is involved, the primary department or office shall be specified and held answerable for performance.

4.2 Performance Indicators

It is important that each office or department that is answerable for performance knows and understands what the expected outcomes are and how performance will be measured and evaluated. Clear performance indicators are to be specified and communicated to the responsible office or department when the responsibilities are being allocated. These will primarily stem from the expected activities and outcomes associated with those objectives.

4.3 Timeframe

The timing of each activity is important, as it is likely to affect the performance of other departments. It is, therefore, important to specify the expected timing of performance of each activity. This will also affect the planning for and allocation of the resources required for the performance of the respective activities.

4.4 Monitoring and Measurement of Performance

For a meaningful monitoring exercise, each department or office must keep clear, complete and up-to-date records that reflect the true performance of their offices or departments. These records must be backed by relevant supporting documentation which has been duly authorised by properly designated individuals. Monitoring of performance will involve verification of these records and ascertaining whether the laid down procedures have been followed. It will also involve ascertaining whether the expected activities have been performed in a timely manner by the responsible offices or departments.

4.5 Evaluation of Performance

Evaluation of performance will be based upon verifying whether the set activities and expected outcomes have been fulfilled. The extent to which the performance indicators have been satisfied and the set goals and objectives have been accomplished will be established as part of the evaluation. These performance indicators will be specified in the Action Plan. Also to be taken into account is whether the core values of UMU, together with the mission and vision of UMU have been respected. Evaluation will be both quantitative and qualitative and will also take into account the quality of the activities and services of UMU. The Directorate of Quality Assurance is expected to play an important role in measuring and evaluating the quality of performance and comparing it to expected outcome. In line with the principles of TQM, all stakeholders at UMU and those associated with UMU will be expected to play a role in evaluating performance and giving their considered feedback and advice on a continuous basis. Management, staff, students, the alumni and other relevant stakeholders shall devise specific mechanisms of getting this feedback as a cooperative effort. Although this evaluation shall be a continuous process, it is advisable that periodic evaluations be carried out at specified intervals depending on the nature of activity to be evaluated. This includes academic programmes, staffing levels and utilisation, physical infrastructure, support services, student enrolment in various programmes, community engagement, and other relevant areas.

4.6 Corrective Mechanisms

UMU shall continuously take corrective measures as it evaluates itself. These measures may include taking the steps necessary to promote the achievement of its objectives if performance is found wanting. This shall also apply to the level of staffing and the optimal utilisation of the staff to avoid either over or under capacity. The standards set by the NCHE for staff

qualifications, experience and staff-student ratios shall be taken into account when taking corrective action.

4.7 Supportive Environment

Even the best worked out plans will not succeed if the organisational culture does not provide a supporting environment to the implementation of the plans. It will, therefore, be necessary to look at the accepted way or norms of doing things at all levels of UMU and establish whether they are conducive to the implementation of this strategic plan. Any practices that may hinder the implementation of the plan will need to be studied carefully to establish if change is needed. It is also imperative to look at the formal administrative structure and see whether it is supportive of the implementation of the strategic plan. Adjustments in the structure may have to be made where necessary. In addition, it should be established if policies which support the strategic plan are in place and are enforceable.

4.8 Responsibility for Implementation

The overall responsibility for the implementation of the strategic plan falls squarely on the Governing Council and Management. However, each head of department (academic or administrative) is responsible for implementing the part of the strategic plan that falls directly under his/her charge. This shall be in addition to the collective responsibility of all UMU members being responsible for the fulfilment of the plan. All stakeholders, whether staff, students, alumni, regulators and other interested members of the community will be welcome to participate in the implementation of the strategic plan at their appropriate level.

4.9 Marketing

The university will need to have more visibility to the outside world and market itself through various media including: its official magazine, newspapers, TV, radios, Internet, extranets, Intranet and various relevant publications. It shall also take advantage of its relationship with strategic partners such as dioceses, the industry, affiliated institutions, sporting activities, national and international exhibitions and debates in the public media to make itself visible and meaningful. It is hoped that this marketing strategy will help the university to continue improving its image through better publicity. It will also help to promote the university and its programmes, as well as publicise its strong points and achievements so that UMU becomes a household name and the University of Choice among interested candidates.

4.10 Conclusion

The above chapters have provided a general understanding of where UMU is, where it wants to be during the next 10 years and how it wants to get there. Specific goals and objectives as well as factors to be taken into account in implementing the selected strategies have been outlined. Attached is the Action Plan with detailed information on each goal, objective, activities, responsible persons, time frame and period of evaluation. The finance plan which will facilitate the achievement of the activities will follow the Action plan.

APPENDIX I: Consolidated Action Plan 2010-2020

Goals	Activities	Resources needed	Responsibility	Performance Indicators	Timeframe	Evaluation time
1. To provide high quality education based upon the Catholic values and principles	Review of the minimum qualifications and experience of those to be appointed as academic staff of UMU to ensure quality staff	Time Personnel	DVC AA DHR	Agreed minimum qualifications and experience of academic staff	By May 2010	May 2011
	Review of recruitment, retention and development process of academic staff	Time Personnel	DVC FA DHR	Agreed policy on recruitment, retention and development of staff	By May 2010	May 2011
	Recruitment, retention and development of academic staff	Time Personnel Funds	DHR Appointments Committee	Actual staff recruited, retained and developed	Annually	Annually
	Review and agree upon minimum entry requirements for different programmes	Time Personnel	DVC AA Deans/Directors Registrar	Agreed minimum entry requirements	By March 2010	Annually
	Recruitment of students	Funds Personnel	Registrar Deans/Directors PRO	Adverts in public media Coordination with dioceses and other strategic partners Publicity functions such as Open Day	Annually	Annually
	Review and update current academic programmes for quality and relevance	-Time -Funds - Experts	DVC AA Deans/Directors	Number of programs reviewed and updated	Ongoing	Every 3 years

Goals	Activities	Resources needed	Responsibility	Performance Indicators	Timeframe	Evaluation time
1. To provide high quality education based upon the Catholic values and principles	Rationalization of academic programmes	- Time - Experts	DVC AA Deans/Directors	Rationalization of duplicated programmes	By Dec 2010	Annually
	Vetting of new academic programmes to avoid duplication and to ensure quality & relevance	- Time - Personnel	Senate Deans/Directors DVC AA	Setting up of Senate Committee to vet new programmes	By Dec 2010	Annually
	Strengthening the Quality Assurance Function	-Time -Personnel	Coordinator QA DVC AA Deans/Directors	Improved quality of programmes	Continuous	Annually
	Involvement of stakeholders in quality control	-Time -Personnel	PRO	Feedback from alumni, industry, regulators, and other stakeholders	Continuous	Annually
	Promotion of research in the Catholic Social Teaching of the Church	-Time -Personnel -Encyclicals, etc.	Directorate of Research All staff	Actual research based upon Catholic Social Teaching	Continuous	Annually
	Review of academic programmes for cost effectiveness	-Time -Personnel	DVC AA Deans/Directors Finance Senate	Maintenance of self-sustaining programmes	Annually	Annually
	Internships for students	- Coordinator - Willing employers	Coordinator Deans/Directors PRO	Students placements effected for internships	Annually	Annually
	Assessment of academic staff by students, peers and supervisors	- Time	DHR QA Coordinator Deans/Directors	Actual timely assessment of staff	Twice every semester	Annually

Goals	Activities	Resources needed	Responsibility	Performance Indicators	Timeframe	Evaluation time
2. To promote research and publication	Form research teams within and across Faculties, Institutes and Schools	Personnel	Heads of academic units Directorate of Research	Number of research teams formed Number of publications	Ongoing	Annually
	Joint supervision of postgraduate students	Academic staff and students	Heads of academic units and DVC AA	Actual number of joint supervisions carried out	Continuous	Annually
	Promote joint publication by staff and students from research of postgraduate students	Academic staff and students	Academic staff Directorate of Research	Actual number of publications from student research	Continuous	Annually
	Joint research and publication with other academic institutions	Willing partners	DVC AA Directorate of Research Individual staff	Research partnerships formed Number of publications made	Continuous	Annually
	Form research partnerships with industry and other organizations	Willing partners	DVC AA Directorate of Research Individual staff	Research partnerships formed Actual outcome of research	Continuous	Annually
	Improve university's ranking in research and publication	Different media for publication	Directorate of Research	Actual improvement in ranking	Continuous	Annually
	Improve accessibility to prior UMU research	Different media for publication	Directorate of Research, Library, ICT, Academic Units	Publications in Journals, books, monographs, Internet and Intra web Presentation of research findings	Continuous	Annually
	Establish an Institutional Review Board (IRB)	Personnel	Management Senate	Actual formation of IRB	By June 2010	Annually

Goals	Activities	Resources needed	Responsibility	Performance Indicators	Timeframe	Evaluation time
2. To promote research and publication	Develop and enforce a research ethical code of conduct	Personnel	Directorate of Research IRB	Developed Code Actual research proposals reviewed	By Dec. 2010	Annually
	Establish a research centre	Funds	Management	Available centre	By Dec 2010	2020
	Purchase modern electronic equipment to assist in research	Funds	Head ICT Directorate of Research	Availability of equipment	By Dec 2010	Annually
	Establish a research fund	Funds	Directorate of Research	Research funds available and accessed by staff	2010 - 2020	Every June
	Train staff in research skills	Funds Time	Directorate of Research	Trained staff	2010 - 2020	Continuous
	Introduce research awards for outstanding research and publication	Funds Human resource	Research Directorate	Award of gifts and certificates	2010 - 2020	Every academic year

Goals	Activities	Resources needed	Responsibility	Performance Indicators	Timeframe	Evaluation time
3. : To significantly improve the ICT resources and facilities to match the increasing demands of the university	Connect to fiber optic cable	ICT Control room	DVC FA Head ICT	Actual connection	2010	April 2010
	Increase the Internet bandwidth to meet the university's needs	Connection to Fibre Optic Cable	DVC FA Head ICT	Actual increase in bandwidth Satisfaction of users	2010	April 2010
	Recruit qualified and Competent person to head ICT Identify and acquire appropriate software	Funds Recruitment agency	DHR DVC FA Appointments Committee	Recruitment of Head of ICT	By June 2010	June 2010
	Identify and acquire appropriate equipment and accessories	Funds Expertise	Head ICT DVC FA	Improved infrastructure	By December 2010	December 2010
	ICT Staff Development	Funds Training partners and/or facilities	DVC FA DHR Staff Dvpt Committee	Actual training received by staff	Ongoing	Annually
	Completion of installation of wireless Internet on campus and surrounding environs	Funds Expertise	DVC FA Head ICT NUFFIC	Coverage of wireless Internet	By December 2011	Semi-annually
	Increase number of well equipped computer labs	Funds	Head ICT management	Increase in computer labs	By December 2012	Annually

Goals	Activities	Resources needed	Responsibility	Performance Indicators	Timeframe	Evaluation time
4. To diversify the income base of the university	Identification of priority areas for funding	Office of Planning and Development	Council Management Heads of Dpts	Actual priority areas for funding identified	Continuous	Quarterly
	Coordination of fundraising	Fundraising office	DVC FA Finance Dept Fundraising Officer PRO	Actual funds raised	Ongoing	Quarterly
	Writing of project proposals	Expertise Funding partners	All Departments DVC FA Directorate of Research	Actual proposals written and funded	Ongoing	Quarterly
	Involvement of alumni in fundraising	Alumni office Alumni database Proper organization of alumni	PRO Officer in charge of alumni office	Actual funds raised by alumni and projects undertaken	Ongoing	Semi-annually
	Setting up of endowment fund	Funding	Vice Chancellor DVC FA Finance Committee	Endowment Fund set up	By Dec 2010	Annually
	Income-generating projects	Funds Expertise	DVC FA Finance Dept Finance Committee	Actual profitable projects started and managed	Ongoing	Semi-annually
	Investment in securities	Funds Expertise	DVC FA Finance Dept Finance Committee	Actual securities invested in	Ongoing	Quarterly
	Short programmes tailored to special interest groups	Expertise	Heads of academic departments	Actual training offered	Ongoing	Every semester
	Setting up of consultancies at Faculty and university level	Expertise Mobilization	DVC AA Directorate of Research	Actual active consultancies started	Ongoing	Every semester

Goals	Activities	Resources needed	Responsibility	Performance Indicators	Timeframe	Evaluation time
4. To diversify the income base of the university	Introduction of an ICT user fee to offset ICT costs	Students and other users	Council Finance Committee Management	Actual introduction of ICT user fee	Starting next academic year	Annually
	Review operation of university and implement cost saving measures such as outsourcing and privatising non-core activities	Personnel Expertise	Management Council Finance Committee	Actual saving made	Annually	Semi-annually
	Periodic systems and operational review to minimize wastage and unnecessary expenditure	Expertise	Council Management	Improved efficiency and effectiveness in use of resources	Annually	Annually
	Sponsorship of Chairs	Sponsors	Management	Chairs sponsored	By 2015	Annually
	Setting up of innovation and incubation centres for entrepreneurs	Office space Meeting rooms Conference facilities	Council Management	Incubation centre set up Revenue from incubation centre	By 2015	Annually
	Setting up conference facilities – including video conferencing	Funds Expertise	Management	Actual conference centre set up Revenue from centre	By 2012	Annually

Goals	Activities	Resources needed	Responsibility	Performance Indicators	Timeframe	Evaluation time
5. To create an education environment that will deliver specific programmes to meet national and international standards	Plan for the optimal usage of existing lecture rooms	Personnel	Registry Heads of academic units	Minimization in downtime in usage of existing lecture rooms	Every semester	Every semester
	Establish additional physical infrastructure requirements for the present student population	Personnel	Estates Dept Registry Librarian Heads of all Departments	Additional infrastructure identified	Annually	Annually
	Plan for future physical structure requirements according to expected increase in number of students	Personnel Funds	Management Estates Dept Heads of academic units	Identification of specific requirements	Continuing	Semi-annually
	Plan for accommodation of staff	Funds Development partners	Management Private developers	Number of houses built for staff accommodation	Continuing	Annually
	Agree and implement a specific programme of setting up new campuses and colleges	Personnel Funds	Management Council	Agreed programme of expansion	By 2013	Annually
	Plan for and set up a central sewage system	Funds Expertise	Management	Central sewage system set up	By 2013	Annually
	Increase the PhD ratio of academic staff to recommended level of 60%	Funds Training facilities	Management	Recruitment of staff with PhD Upgrading of present staff to PhD	By 2015	Annually

Goals	Activities	Resources needed	Responsibility	Performance Indicators	Timeframe	Evaluation time
5. To create an education environment that will deliver specific programmes to meet national and international standards	Care of children of staff	Funds Location Partner institutions	Management	Day care centre Kindergarten High quality Primary School	By 2011	Annually
	Building of Hotel Conference Centre	Funds Development Partners	Management	Actual Convention Centre	By 2015	Annually
	Building of Guest House with self-contained rooms	Funds	Management	Actual Guest House	By 2012	Annually
	Strengthen community engagement and extend it to other campuses of UMU	Funds Personnel Transport	Management	Active community engagement programmes	Ongoing	Annually
	Increase number of staff offices	Funds	Management	Actual number of staff offices	Ongoing	Annually
	Building of a Students Centre at UMU	Funds	Management	Students Centre built	By 2014	Annually
	Expansion of Auditorium	Funds	Management	Expanded Auditorium	By 2013	Annually
	Expansion of Library facilities	Funds Development partners	Management	Bigger library Faculty libraries	By 2013	Annually
	Improved sports facilities	Funds Development partners	Management	Variety of sports Indoor recreation facilities	Ongoing	Annually
	Improved network of incoming roads and on campus paths	Funds Expertise	Management	Better road to campus Improved network of paths	Ongoing	Quarterly
Improved teaching facilities	Funds expertise	Management	Modern teaching equipment in all lecture rooms	Ongoing	Every semester	

Goals	Activities	Resources needed	Responsibility	Performance Indicators	Timeframe	Evaluation time
Goal 5 ctd	Retention of best performing students	Good students	Deans Management	Number of students retained	Annually	Annually
6. To enhance development of the individual without compromising human values	Promoting staff development	Funds Training partners	DHR	Number of staff involved in staff development	Ongoing	Semi-annually
	Continuing Professional Development (CPD)	Funds Training partners	Heads of Dept DHR Finance	Number of staff attending CPD	Ongoing	Annually
	Participating in national debate on key issues	Time	Staff Students	Actual input in national debate using various public media	Ongoing	Annually
	Presentation of academic and professional papers	Time	Staff Students	Papers presented	Ongoing	Annually
	Identify staffs' career development needs through appropriate performance appraisal mechanisms	Funds	DVC AA DVC FA DHR Deans	Availability of a career development plan for the faculty	2010 - 2020	Annually
	Support staff training to attain professional qualifications	Funds	DHR Heads of Dept	Increase in number of staff with professional qualifications	Ongoing	Annually
	Support staff to attain higher degrees	Funds	DHR Staff Dvpt Committee	Increase in staff with higher degrees	Ongoing	Annually
	Grant planned sabbatical leave to staff	Personnel	Management Deans/Directors	Actual number of staff taking leave	Annually	Annually

Goals	Activities	Resources needed	Responsibility	Performance Indicators	Timeframe	Evaluation time
7. To provide quality services that support the fulfilment of the goals and objectives of the university	Agreeing on qualifications and experience required for different administrative offices	Time	DHR DVC FA Management	Policy on key competencies required for administrative staff	By December 2010	Annually
	Agreeing on and implementing recruitment procedures for all categories of staff (full-time, part-time, visiting)	Time	DHR DVC FA Management	Agreed policy on recruitment procedures	By December 2010	Annually
	Assuring competence and quality in leadership among the members of management	Time	Council Episcopal Conference	Improved performance of management members	Ongoing	Annually
	Ensuring quality of performance in all departments and at all levels, including management	Time	Council Management	Results of assessment High quality performance	Ongoing	Annually
	Collaborating with other institutions	Collaborating partners	Management	Visible results of collaboration	Ongoing	annually

APPENDIX II: Consolidated Financial Plan

(To be presented as an Addendum to this Strategic Plan)

APPENDIX III: Courses/Programmes

Diploma Courses

Computer Science -(FT and PT) Nkozi and Masaka
Health Services Management -(FT)
Health Promotion and Education -(FT)
Education (Primary)-(DL)
Democracy and Development Studies - (DL)
Local Governance and Human Rights -(DL)
Micro Finance and Community Economic Development (DL)

Under Graduate Degree (Courses)

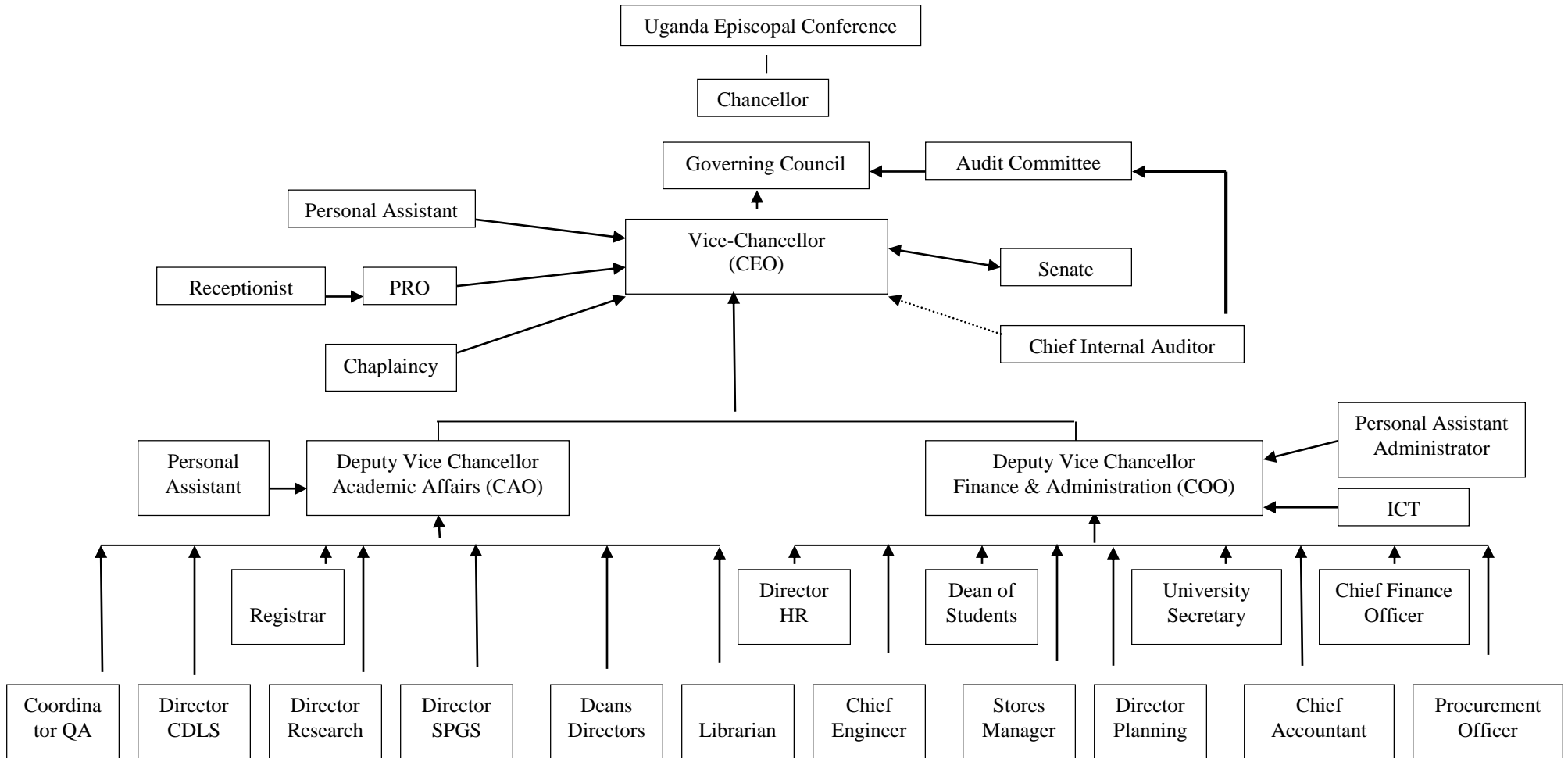
Bachelor of Business Administration and Management - (FT)
Bachelor of Business Administration and Management - PT (Masaka)
Bachelor of Arts (Ethics and Development Studies)-(FT)
Bachelor of Science (Economics, Mathematics, Statistics, Computer Science)-(FT)
Bachelor of Science (Business Economics)- (FT)
Bachelor of Science (Financial Mathematics)- (FT)
Bachelor of Science (Information Technology)- (FT)
Bachelor of Social Development and Counselling (FT) Rubaga
Bachelor of Environmental Design- (FT)
Bachelor of Education (Primary)-(DL)
Bachelor of Arts Democracy and Development Studies-(DL)
Bachelor of Arts in Local Governance and Human Rights -(DL)
Bachelor of Micro Finance and Community Economic Development (DL)
Bachelor of Science in Agriculture (DL)
Bachelor of Science in Organic Agriculture (DL)

Post Graduate Courses

Bachelor of Architecture - (FT)
PG Diploma in Teaching & Learning in Higher Education (DL)
PG Diploma/Master of Arts Development studies (FT/PT/DL)
PG Diploma/Master of Arts Development and NGO Management (DL)
PG Diploma/Master of Arts Development and Micro Finance (DL)
PG Diploma/Master of Arts Development and Education (DL)
PG Diploma/Master of Arts Education and Development (FT)
PG Diploma/Master of Science Development Economics (FT/PT)
PG Diploma/Master of Business Administration (FT/PT).
PG Diploma/Master of Science Health Services Management (FT/PT)
PG Diploma in International Trade Policy and Law
Master of Human Rights
Master of Arts Local Governance and Human Rights (DL)
Master of Science in Information Systems FT/PT
Master of Arts in Diplomacy and International Studies
Master of Arts in International Trade Policy and Law
Master of Science in Agro Ecology
Master of Science in ICT Management
Master of Medicine

Please Note: DL Means Distance-Learning FT: means Full-time PT: means Part-time.

APPENDIX 1V: UGANDA MARTYRS UNIVERSITY ORGANOGRAM



NOTE: Each of the above officers shall be in charge of the staff in the respective office as provided for in the UMU Statutes and Personnel Handbook.

QA = Quality Assurance CDLS = Centre for Distance Learning Studies.

APPENDIX V: RECOGNISED INSTITUTIONS IN UGANDA BY NCHE

Part A: Public universities					
<i>Code</i>	<i>Name of Institution</i>	<i>Address/Location</i>	<i>Founding body</i>	<i>District</i>	<i>Commencement date</i>
110001	Makerere University	Box 7062, Kampala	Government	Kampala	1922
	Makerere University Business School	Plot 118 Old Port Bell Road, Nakawa	Government	Kampala	
110002	Mbarara University of Science & Technology	Box 1410, Mbarara	Government	Mbarara	1989
110003	Gulu University	Box 166, Gulu	Government	Gulu	2002
110004	Kyambogo University	Box 1, Kyambogo	Government	Kampala	2002
110005	Busitema University	Box 236, Tororo	Government	Busia	2007
Part B: Private universities					
220001	Islamic University in Uganda	Box 2555, Mbale	Organisation of Islamic Conference	Mbale	1988
220002	Ndejje University	Box 7088, Kampala Ndejje Campus	Church of Uganda	Luwero	1992
220003	Uganda Martyrs University	Box 5498, Kampala Nkozi Campus	Catholic Church	Mpigi	1993
220004	Bugema University	Box 6529, Kampala Bugema Campus	Adventist Church	Luwero	1994
220005	Busoga University	Box 154, Iganga Iganga Campus	Church of Uganda	Iganga	1999
220007	Nkumba University	Box 237, Entebbe Abaita-Ababiri Campus	Private	Wakiso	1999
220008	Uganda Christian University	Box 4, Mukono Mukono Campus	Church of Uganda	Mukono	1997
220010	Kampala University	Box 25454, Kampala Ggaba Campus	Private	Kampala	2000
220011	Kampala International University	Box 20000, Kampala Kansanga Campus	Private	Kampala	2001

<i>Code</i>	<i>Name of Institution</i>	<i>Address/Location</i>	<i>Founding body</i>	<i>District</i>	<i>Commencement date</i>
220012	Aga Khan University	Box 8842, Kampala Kampala Campus	Private	Kampala	2001
220014	Kumi University	Box 178, Kumi Ngero Campus	Private	Kumi	2004
220015	Kabale University	Box 317, Kabale Kikungiri Campus	Private	Kabale	2005
220016	Mountains of the Moon University	Box 837, Fort Portal Fort Portal Campus	Private	Kabarole	2005
220017	African Bible College	Box 71242, Kampala Kampala Campus	Private	Wakiso	2005
220018	Uganda Pentecostal University	Box 249, Fort Portal	Private	Kabarole	2005
220019	Fairland University	Box 2010, Jinja	Private	Jinja	2005
220020	Bishop Stuart University	Box 9, Mbarara	Private	Mbarara	2006
220021	St. Lawrence University	Box 24930, Kampala	Private	Kampala	2007
220022	Lugazi University	Box 310, Lugazi	Private	Mukono	2007
220023	Muteesa I Royal University	Box 14002	Private	Kampala	2007
220024	All Saints University, Lango	Box 6 Lira Boroboro Hill	Private	Lira	2008
220025	International Health Sciences University	Plot 46/86 Kisugu Box 8177 Kampala	Private	Kampala	2008
Part C: Private university colleges					
550001	Bishop Barham University College (Constituent College of Uganda Christian University)	Box 613, Kabale Rugarama	Church of Uganda	Kabale	2006