



University of Kisubi

In Virtue We Educate

STRATEGIC PLAN 2020 - 2024

NOVEMBER, 2020

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FOREWORD

The University of Kisubi (UniK) is a Catholic founded institution of higher learning steeped in a tradition and legacy of the Brothers of Christian Instruction. It is known for preparing and educating students for the complexities of the contemporary world.

In order to sustain the gained developments over a period of 14 years, the University of Kisubi embarked on a comprehensive institutional analysis as a way of modelling for a new plan that will push the Institution forward by setting concrete, realistic and achievable goals.

After an extensive consultation process with various stakeholders of the University, a new strategic plan for 2020-2024 has been developed. In the context of global trends and increasing competition in higher education, and as a relatively young institution, we found it necessary to strengthen the academic development, research, improvement of the universities infrastructure as well as strengthening our efforts in community engagement.

At UniK, we put students as our priority and as such, we pride ourselves in transforming young hearts and minds through a unique learning experience. Our niche is providing “holistic education” through teaching, innovation, and research for social transformation. Students are trained for their future careers, instilling in them the values of service, creativity, responsibility, integrity, professionalism as well as understanding the world, which is an essential component of success in life.

The extensive engagement throughout the planning process shows a shared ambition for the future and success of the University of Kisubi.

In this respect, therefore, I would like to thank everyone who was involved in the development of this plan and those who took their time off their busy schedules to share their vision during this formulation process. Through the plan, our strengths, weaknesses, opportunities, and threats are highlighted and key priority areas addressed.

The strategy builds on the platform of success and a decade of tradition and facing the future with ambition. I invite all the stakeholders to embrace and support the newly developed Strategic Plan as a means of attaining the vision and mission of UniK.

.....
Charlotte Karungi Mafumbo (PhD)
Chairperson of the University Council

ACKNOWLEDGEMENTS

Since its foundation in 2004 as an affiliate College of Uganda Martyrs University, Nkozi, the newly licenced University of Kisubi (UniK) spanning over a decade and a half of its operations expanded its mission and programmes to meet the evolving needs of its students and our motherland, Uganda. While doing so, UniK has established a reputation as a medium-size University with excellent undergraduate and graduate programmes, accomplished staff and a supportive educational environment focused on student success.

The many conversations we had about our expiring strategic plan formed the basis of this plan; and having felt that some refinement was needed, the University through the Planning and Development Office initiated the process of developing a new Strategic Plan 2020-2024.

I am delighted that this process has concluded. However, writing the UniK Strategic Plan required input, wisdom, and contributions from many individuals.

I want to thank the Planning and Development Office and members of the Strategic Planning Committee for their time, dedication, and service on behalf of our University. Their hard work has resulted in a Strategic Plan that I believe will continue to shape our future as a unique University.

Sincere thanks to Mr. Godfrey Bwanika of GB Consulting Associates Ltd, for supporting the strategic planning process.

We offer a special acknowledgement to our partners from the Netherlands who provided a one-year grant to help us write the missing policy documents that are required by the University.

We are grateful to the Chair of Council and other external stakeholders who took time out of their busy schedules and attended the consultative meetings. We are indebted to you all.

Too often strategic plans are forgotten as soon as they are complete, tucked away neatly on a shelf. In contrast, this plan created through the efforts of so many people will be at the centre of our day-to-day operations. It will be a document that we shall revisit regularly and against which we shall measure our progress.

I am therefore happy that we have this document. Let us now devote ourselves to working together to realize our exciting vision of UniK's future.

.....
Professor Pancras John Mukasa Ssebuwufu
Vice-Chancellor

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LIST OF ABBREVIATIONS

UniK	-	University of Kisubi
KBU	-	Kisubi Brothers University
NCHE	-	National Council for Higher Education
KBUMU	-	Kisubi Brothers University College
NDPII	-	Second National Development Plan Two
ESSP	-	Education Sector Strategic Plan
BTVET	-	Business, Technical, Vocational Education and Training
PESCTEL	-	Political, Economic, Social, Cultural, Technological, Ecological and Legal
SWOT	-	Strategies, Weaknesses, Opportunities, Threats
SDGs	-	Sustainable Development Goals
UN	-	United Nations
UNESCO	-	The United Nations Educational, Scientific and Cultural Organization
ESD	-	Education for Sustainable Development
USD	-	United States Dollar
NRM	-	National Resistance Movement
ESS	-	Education Strategic Sector
ICT	-	Information, Communication, Technology
PhD	-	Doctorate of Philosophy
HRO	-	Human Resource Officer
MOU	-	Memorandum of Understanding
NGOs	-	Non-Governmental Organizations
CSOs	-	Civil Society Organizations
SMART	-	Specific, Measurable, Attainable Realistic and Timely
EAC	-	East African Community
GDP	-	Gross Domestic Product
CRC	-	Convention of the Registration of the Child
CEDAW	-	Convention for Elimination of all forms of Discrimination against Women
EFA	-	Education for All
PFA	-	Platform for Action
SCRIPT	-	Service, Creativity, Responsibility, Infertility, Professionalism, Teamwork
M&E	-	Monitoring and Evaluation
BIC	-	Brothers of Christian Instruction
FICIA	-	Association of Brothers of Christain Instruction Schools

CHAPTER ONE

INTRODUCTION

1.1 Background

The University of Kisubi (UniK) is a private university owned by the Registered Trustees of the Uganda Brothers of Christian Instruction. Its forerunner, Kisubi Brothers University College (KBUC), was founded on 15th August 2004 when the Brothers signed a Memorandum of Understanding with Uganda Martyrs University to establish Kisubi Brothers Centre of Uganda Martyrs University (KBUMU). On 27th March 2009, the National Council for Higher Education (NCHE) granted KBUMU constituent college status, and it became Kisubi Brothers University College (KBUC), a Constituent College of Uganda Martyrs University. On 29 June 2015, National Council of Higher Education (NCHE) granted an independent operational license and gazetted the University under its new name on 20th November 2015.

UniK is a private university rooted in the Catholic ethos but remains open to all those who qualify for its programmes. It is located 24 km from Kampala along Kampala – Entebbe Highway.

UniK is blessed with a conducive reading and teaching environment and is committed to becoming a landmark and pillar of providing quality education in Uganda, East Africa, and

Africa as a whole.

UniK's mandate is to play a leading role in development and expansion of opportunities for higher education, offering “Holist Education” programmes as its niche in Uganda and the broader East African region and Africa as a whole.

It is against this background that UniK ought to enhance its image and reputation as high-end teaching, learning and research institution and participate fully in the national development agenda. As a University, UniK has defined its strategic planning in line with the Constitution of Uganda, 1995 as amended and Uganda Vision 2040. It provides the University's Vision, Mission, Core values, strategic objectives, strategic issues, and organizational structure and resource requirements.

Preparation of the UniK strategic plan took cognizance of the strengths, weaknesses, opportunities, and threats of UniK highlighting key priority areas that need to be addressed. Besides, national, regional and international policies impacting University education have been considered to maintain relevance, growth and competitiveness. The strategic plan will assist UniK to overcome its weaknesses and threats as well as maximize its strengths and opportunities for the benefit of the country in

Strategic Plan Process

The process of developing the University of Kisubi's five-year Strategic Plan 2020-2024 followed systematic and involving processes. This process was informed by two major reasons; namely, the expiry of the previous strategic plan (2015-2020) which coincided with the expiry of the License awarded to University of Kisubi by NCHE which required application for a Charter. Coordinated by the directorate of Planning and Development, the process began by evaluation

of 2015-2020 strategic plan whose results were received by management. Thereafter, a two-day Strategic Planning retreat was held at Nabinoonya Brothers Beach on 20th and 21st September, 2018. Facilitated by an outsourced consultant-GB Consulting Associates, key stakeholders of the University participated in this retreat. Present at the two-day retreat were; the Chancellor of the University, Br. Peter Kazekulya, (Foundation body) the Chairman of the University Council, Prof. John Ddumba-Ssentamu, The Vice Chancellor Prof. John P. Ssebuwufu, members of the Board of Trustees, Ministry of Education and Sports representatives, National Council for Higher Education, Church leaders, Heads of Faculties and departments, Alumni representatives, Sister University Planning Departments, Students Guild representatives, local community representatives and business community including bankers.



Members who assembled in a Nabinoonya Brothers Beach's serene environment were engaged in very productive discussions that identified six thematic areas to be addressed by the Plan for the next five years. The outputs of the retreat were consolidated into a draft plan for review by the University management. Feedback from management was incorporated by the Consultants before the final draft was submitted for consideration and approval by the University Council.

It is envisaged that the Plan will enhance UniK's strength and position it better to prepare students and various stakeholders for the complexities of the contemporary world. We are grateful to all stakeholders that dedicated their time to attend the workshop and contributed productively to the process.

Unik Strategic Plan & COVID 19 Response

COVID 19 is beyond most known causes of social challenges. It is a pandemic that has affected every one regardless of class, color and gender. A lot of efforts have been devoted to ensuring that the spread of the virus is contained and deaths either minimized and or reduced. In so doing, School closures were a critical pillar of the social distancing tools to mitigate the spread of the disease (World Bank, 2020). This necessitates commensurate efforts by government and private sector to ensure that learning continues. The 2020-2024 UniK strategic Plan partly responds the deadly COVID 19 pandemic. While other critical needs such as health and social security are being responded to by governments, educational needs of 1.53 billion learners worldwide, of whom 87.6% are unable to continue studying cannot be forgotten. Moreover, a few Institutions

were well prepared to switch to continue teaching and learning to mitigate the effects of such disruption. COVID-19 pandemic found UniK ill prepared in technology to switch to online teaching and learning and thus, its students who are among the 15 million learners are equally affected. Thus, this necessitated Management to review the strategic interventions and align the expenditure to the critical areas at this time.

1.1.1 University Planning Context

The University of Kisubi operates and exists within the context of policy regulations characterized by macro forces that influence its strategic direction.

1.2.1 University of Kisubi in the Global Perspective

The University of Kisubi was instituted at a time when globalization was accelerating free movements of capital, goods and services. Globalization has increased rapid air travels, mass communication and nations' boundaries have become porous.

Boundaries of East African countries have equally collapsed due to globalization and thus increased the demand for University education across borders. It is now crystal clear that East African Students can pursue University education beyond their countries' borders. University of Kisubi (UniK) has to position itself to attract students from other countries, retain them, and build on them to grow its market.

1.2.2 Sustainable Development Goals

The 17 Sustainable Development Goals (SDGs) outlined in the 2030 UN Agenda offer an opportunity for the global higher education in the community to evaluate how Universities contribute to workforce development. The priorities for higher education are anchored on three pillars of SDG No.4, namely:

- i. Ensure more equitable access to higher education for students from all backgrounds at the national level.
- ii. Develop and adhere to a broader approach to internalization. The dominant approach to international education today is centred on promoting and facilitating global student mobility. The emphasis is to expand the use of technology to connect learners for collaboration on shared projects across borders, without leaving home.
- iii. Value and promote instructional education in all disciplines, beyond business and management. More attention must be given to a broader array of disciplines, engineering and medicine, for example, to lift the quality of life around the globe. Arts and humanities remain critically important to build cross-cultural empathy and critical thinking skills, encouraging a deeper understanding of ethical dilemmas and more enlightened policymaking.

The University of Kisubi (UniK) will focus on developing market-driven programmes in the sectors of oil and gas, agriculture, animal husbandry, construction, transport, environment management and conservation, land and water. UniK, being a registered University, is mandated to develop flagship academic programmes that aid in the attainment of social-economic development.

1.2.3 UNESCO's Education for Sustainable Development Policy (ESD)

UNESCO demonstrates how education empowers students to make informed decisions and responsible actions for environmental integrity, economic viability and just society, for present and future generations, while respecting cultural diversity.

Education for sustainable development is acknowledged as an essential catalyst to drive change, empowering learners/ students to take the decisions and actions needed to build a just economically viable society, respectful of both the environment and cultural diversity.

More significant investment in education can help people get out of poverty, open doors to job opportunities and spur socio-economic function. Education helps people acquire the knowledge and skills needed to promote sustainable development and is indicated as an essential means to achieve all the other 17 SDGs.

Education helps learners to escape poverty by developing the skills they need to improve their livelihoods and generates productivity gains that fuel economic growth. Equity education overcomes inequality by improving the lives of the poorest and the marginalized, i.e. women and the youth. By building a skilled workforce, education can promote a country from one economic sphere to the next. If all students in low-income countries left school with necessary reading skills, 12% of world poverty could be eradicated; hence, education is a worthwhile investment.

1.2.4 UniK alignment to National Development Plan II and Vision 2040

The second National Development Plan (NDPII) aims at achieving Uganda Vision 2040. Uganda Vision 2040 is a national strategic, long-term development plan aimed at transforming Ugandan society from a peasant to a modern and prosperous country within 30 years.

The goal of this plan is to propel the country into middle-income status by 2020 with a per capita income of USD 1,033. It will be realised through strengthening the country's competitiveness for sustainable wealth creation, employment, and inclusive growth.

The vision is anchored on four key objectives:

- i. Increasing sustainable productivity and value addition in crucial growth opportunities;
- ii. Increasing the stock and quality of strategic infrastructure to accelerate the country's competitiveness;
- iii. Enhancing human capital development;
- iv. Strengthening mechanisms for quality, effective and efficient service delivery.

In order to achieve these objectives, the government will pursue a private sector-led export-oriented, quasi-market and industrialization development strategy coupled with an emphasis on skills development.

UniK comes in under the private sector window to provide high-quality education, which focuses on building the needed skills for national development. With this strategic plan, UniK prioritizes investment in five key growth opportunities, including:

- i. Agriculture
- ii. Tourism
- iii. Mineral, Oil and Gas as well as two fundamentals:
- iv. infrastructure and
- v. Human Capital Development

Investment in the above opportunities and fundamentals will follow the entire value chains which provide for the identification of priority projects and interventions in these areas.

- i. UniK being one of the key players in the entire value chain has identified key areas within NDPII that it must address in its operations. These are:
- ii. Be a co-educational Catholic Institution inspired by Gospel values;
- iii. Produce competent professionals of integrity who can think critically, analytically and pragmatically;
- iv. Provide holistic education that enhances skills-oriented professionals capable of being transformative agents of society;
- v. Promote scientific research for technological, innovation and community service in order to improve the living conditions of individuals and communities in Uganda and beyond;
- vi. Produce graduates with entrepreneurial skills for job creation and self-employment for national development.

1.2.5 Education Sector Strategic Plan (ESSP) 2017-2020

Uganda's Education sector has grown over the past three decades. The ESSP 2017-2020 is based on the NRM manifesto for 2016-2021, the 1992 Government White Paper on Education, the Second National Development Plan (NDPII), ESS 2007 -2010 medium and long-term commitment to the international community and the medium-term goals, plans and current undertakings of the Ministry of Education and Sports. The vision of education aims to achieve "Quality education and sports for all".

This Vision will be realised through "Provision for, support, guide, coordinate, regulate and promote the delivery of holist education and grants to all persons in Uganda, for national integration, individual and national development".

ESSP 2017 – 2020 is hinged on three primary strategic policy objectives aimed at improving equitable access to quality and relevant education in the country. These three strategic objectives are to:

- i. Achieve equitable access to relevant and quality education and training;
- ii. Ensure the delivery of relevant and quality education and training;
- iii. Enhance efficiency and effective mode of education and sports service delivery at all levels.

In line with this, UniK has identified critical goals to champion in the operationalization of the above strategic objectives:

- i. To promote good governance at all levels of its management and administrative leadership structures;
- ii. To provide a partnership framework for community engagement;
- iii. To improve UniK infrastructure and physical environment to support her teaching functions and services;
- iv. To establish relevant and quality academic programmes;
- v. To enhance transformation and utilization of research and innovation;
- vi. To create a strong positive UniK's image in the minds of its stakeholders through aggressive marketing strategies and quality services.

In tandem with the ESSP 2017-2020 towards the “Quality of education and sports for All” UniK is determined in its quest to offer unique and quality University Education.

1.2.6 Universities and Other Tertiary Institutions Act 2001

UniK as a Private University of higher learning will be governed following the Universities and Other Tertiary Institutions Act 2001 (UTOA) as amended 2003, 2006 and 2007. Sections 101 and 102 of the Act stipulate how UniK will be granted a Charter after fulfilling the requirements of NCHE.

1.2.7 Skilling Uganda: BTVET Strategic Plan 2011-2020

Technical/ Vocational education is key to survival and should be given to everyone, including those that cannot afford to go to school. In July 1987, the government set up an Education Policy Review Commission to extensively review the education programmes in the country to make education more relevant to the needs of the society and a useful tool for development. The Commission submitted its report in January 1989, which led to a Government White Paper on Education of April 1992.

In order to consolidate these efforts, the government, through the Ministry of Education, developed a BTVET strategic plan to pursue four objectives:

- i. Make BTVET relevant to product development and economic growth;
- ii. Increase the quality of skills provision;
- iii. Increase equitable access to skills development;
- iv. Improve the effectiveness in BTVET management and organisation; and,
- v. Increase internal efficiency and resources available to BTVET.

The University will position itself for this opportunity by re-equipping the vocational section with tools, equipment, scholastic materials and the training of technical teachers. This intervention

will be augmented by the business education, management, entrepreneurship and technological skills academic programmes of UniK.

1.2.8 Constitution of the Republic of Uganda in 1995

Article 30 provides that, “All persons have a right to education”. This, in principle, has increased demand for higher education.

The government has put in place various strategies and policies to meet this demand by facilitating the establishment of various private universities. UniK was established as one of the institutions of higher learning with a clear mandate to offer “Holistic Education” programmes as its niche in Uganda and the broader East African region and Africa as a whole.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.1 Introduction

The situational analysis covers the policy dimension: a review of the UniK strategic plan 2015-2020 highlighting the achievements and drawbacks; an analysis of the internal; and external operating environment of UniK; the stakeholder analysis; and SWOT analysis.

2.2. Review of the implementation of UniK Strategic Plan 2015-2020

The Strategic Plan under review was conceived to achieve excellence, sustainability, and relevance of its overall operations over the five years of its lifespan, measured based on three strategic pillars, namely:

- i. Pillar 1. Teaching and learning
- ii. Pillar 2. Research and Publication
- iii. Pillar 3. Finance and infrastructure

Accordingly, the specific indicators of the performance of the Strategic Plan were assessed pillar by pillar, together with their corresponding goals and objectives. The critical achievements registered over the midterm strategic review per pillar of the Strategic Plan are as follows:

Pillar 1. Teaching and Learning

- a) In the last two years (between 2015 and 2017), 4 PhD holders have been recruited.
- b) The University developed eight (8) academic programmes.
- c) The University restructured its staff witnessing an increase in the number of full-time lecturers and reducing those on part-time, while slightly increasing the number of administrative staffs.

Pillar 2. Research and Publication

- a) UniK was ranked the best exhibitor, winning the category of the exhibition of provisionally-licenced Universities and other degree-awarding institutions. The exhibition was under the theme, “Higher Education for the future strengthening innovation for sustainable development”.
- b) UniK library increased stock to 578 textbooks in various disciplines of study.
- c) UniK Library is a member of Consortium of Uganda University Libraries (CUUL) and has continued to subscribe for e-resources.
- d) ICT facilities have been enhanced by availing Wi-Fi in and around the library.
- e) Students access e-resources through computers in the computer laboratories and the Library as well as on their laptops and other electronics available to them.
- f) Some UniK staff had attended International conferences and presented papers.
- g) UniK academic staff have participated in Publication in the form of Books, Book Chapters

and Journal articles and some of the titles of their publications included:

- 1) An Intelligent Firewall Agent Design against Network Attacks
- 2) Ii. Boundary Control of a Bernoulli Free Boundary Problem
- 3) ICT Essentials for Secondary Schools and Tertiary Institutions
- 4) Iv. Towards Better Research Horizons
- 5) Mindfulness for Educational Leadership in the 21st Century
- h) UniK staff published in the University Journal, the East African Researcher (The EAR and students were using The EAR publications for their class/course work.

Pillar 3. Finance and Infrastructure

- a) The University has met its budgetary projections in the last two years. The revenue obtained from non-tuition sources in the last two years was in the range of 5-20% of the total budget.
- b) UniK has continued to register financial gains obtained on the exchange, interest on income and dividends on the UMEME shares.
- c) Different infrastructure facilities have been put in place, and these include:
 - 1) High connectivity internet
 - 2) Sports field
 - 3) New kitchen at the new Girls Hostel (Notre Dame)
 - 4) Improved University Reception
 - 5) Vocational Community College (St. Teresa).

On the other hand, many strategic goals in the previous strategic plan remained unfulfilled; the following drawbacks highlight these:

- a) The UniK has not endeavoured to enhance the academic and professional development of staff. UniK needs to address issues of staff training and development in the new strategic plan.
- b) UniK new academic programmes were developed but attracted few students.
- c) It also emerged that UniK did not aggressively promote its programmes to its full potential, particularly with its website social media platforms and other emerging platforms.
- d) Other challenges still facing the University are presented in the SWOT Table2.

2.3 Environmental Analysis

Both micro and macro environmental analyses have been conducted to lay a sound foundation for determining the direction of UniK. SWOT Analysis identifies UniK's strengths, weaknesses, opportunities, and threats. Strengths and weaknesses pertained to the initial configuration of UniK, while opportunities and threats belong to the extensional evaluation of UniK.

UniK's five-year Strategy Plan is also situated with the National trends in the political, Economic, and Social, Cultural, Technological, Ecological and Legal factors that impacts on her strategic direction.

2.3.1 Micro Educational Environmental Analysis

Table 1: UniK's Strength and how to leverage them

STRENGTHS	HOW TO EXPLOIT THIS STRATEGY
An Autonomous University	<ul style="list-style-type: none"> • Expedite acquisition of University Charter • Develop recognized academic programmes • Access to funds, loans • Improvement of the mobility of students and staff in EAC.
Well streamlined governance structures	<ul style="list-style-type: none"> • Institute policies on accountability. • Governance principles. • Compliance system. • Ongoing training to manage systems.
Space for Expansion (Titled ownership of University Land);	<ul style="list-style-type: none"> • Proper utilization of land and space; • Review the master plan for implementation. • Resource mobilization. • Development of environment protection. • Upgrading of the University according to NCHE requirements.
Available library, ICT, and Science laboratory	<ul style="list-style-type: none"> • Review E-resources • The orientation of staff and students in ICT • Expansion of infrastructure.
Serene Environment	<ul style="list-style-type: none"> • Develop an awareness environment plan • Insurance of Building secured. • Develop and implement a risk management policy.
Balanced, Flexible and vocationalised programmes	<ul style="list-style-type: none"> • Inclusion of self-managed skills. • Evaluate and update the interdisciplinary programmes to inform, form and transform a person (food nutrition, animal breeding and feed production)

The unbroken academic tradition of the Brothers of Christian Instruction bringing a reputable name	<ul style="list-style-type: none"> • Uphold the quality associated with the Brothers of Christian Instruction. • Standardize the services across all the units, e.g. business cards letterheads, exam papers, billboards, among others. • Logo to be explained • Use consistent font, Cambria across the board. • Develop stakeholder-oriented programmes. • Aggressively market on the billboards on the highway • Use visible signposts. • Strive for high internal service delivery
Strategic location	<ul style="list-style-type: none"> • Develop flexible and attractive programmes that can suit the different schedules of prospective students even in the working class, e.g. weekend and evening programmes.
Well qualified and good-willed staff	<ul style="list-style-type: none"> • Ensure that each PhD holder publishes in the University's bi-annual journal • Adequately remunerate the staff • Have clear guidelines for staff development, promotion and career growth.
Sufficient teaching and learning facilities	<ul style="list-style-type: none"> • Promote research and publication • Develop a consultancy strategy/plan
Growing interest and support from stakeholders	Keep them involved and engaged.

Table 2:UniK's Weaknesses and how to mitigate them

WEAKNESSES	HOW TO MITIGATE THESE WEAKNESSES
Insufficient infrastructure for co-curricular activities and office space	<ul style="list-style-type: none"> • Mobilization of resources in the form of grants and loans. • Partnership with higher institutions to share facilities; • Efficient use of available resources. • Fundraising through Alumni
Uncompetitive remuneration	<ul style="list-style-type: none"> • Identification of alternative sources of income to enhance staff salaries.

Inconsistent staff appraisal	<ul style="list-style-type: none"> • Systematically appraise staff; • Recruitment of substantive Human Resource Officer (HRO) to implement timely appraisal;
Insufficient budget for Research and publication	<ul style="list-style-type: none"> • Make an increment on the research vote. • Increase collaboration and network with other research institutions and funders. • Motivate staff to diversify the University's sources of income through research and publication, innovation, developing consultancy services, among others to boost their earnings and their general welfare.
Low visibility	<ul style="list-style-type: none"> • Erect a sizeable permanent signpost at the university entrance. • Erect a University entrance gate well branded with a vision and mission statements; • Improving the university's website to make it more interactive; • Continuously embracing high tech communication platforms.
Limited bandwidth for the growing demand for ICT services	<ul style="list-style-type: none"> • Explore all the different available possibilities on the market to ensure speedy and uninterrupted network connectivity in all the University's installations.
Limited accommodative infrastructures for the physically challenged persons in some of the University buildings	<ul style="list-style-type: none"> • To improve the existing building and infrastructure. • Equip the projected infrastructure with necessary facilities for the physically challenged persons.
Limited resource mobilization strategies for the University	<ul style="list-style-type: none"> • Develop a resource mobilization policy.

Table 3: UniK's Opportunity and Strategies to exploit them

OPPORTUNITIES	STRATEGIES TO EXPLOIT THEM
Higher education population age from the Brothers of Christian schools and others	<ul style="list-style-type: none"> • Putting in place a robust outreach programme to schools such as promotional materials distributed, career guidance teams formed and deployed. • Having open day events for all communities invited to grace the university occasion • Sensitization and inviting headteachers of the various schools. • Develop diversified market-driven programmes and programmes
Increasing interest for international students in our education programmes	<ul style="list-style-type: none"> • Forming partnership/MOUs with NCHCs of other countries; • Advocate and lobby for legal framework to promote the exchange of students between Universities in EAC and beyond; • Promotion of inter-university council's partnerships. • Advocate for a private universities Association in Uganda to undertake collective negotiations with inter-university councils; • Develop a marketing strategy to enhance visibility in both regional and international markets. • Benchmark other Universities.
Accomplished professionals	<ul style="list-style-type: none"> • Set up a vocational and academic advisory office/position/team.
Established networks and partnerships with private and public organizations	<ul style="list-style-type: none"> • Entering in MOU with private and public organizations, education and financial institutions, NGOs and CSOs. • Form inter-university partnership in research, publications and teaching • Strengthen research dissemination conference and journal
Increasing collaborative innovation/incubation and creativity programmes with other institutions around and far	<ul style="list-style-type: none"> • Put a policy in place on innovation and incubations as part of the academic performances. • Set-up a business consultancy hub

Positioning UniK as a centre of innocent, incubation and excellence among the private sector institution	<ul style="list-style-type: none"> • Develop SMART solutions (UniK website-learning and e-application must be functional)
A strong Alumni base	<ul style="list-style-type: none"> • Tracer studies of alumni of UniK and set up an alumni convocation.
Government Loan Scheme	<ul style="list-style-type: none"> • Expedite the process of acquiring a university charter to enable access to government funding.
Population growth	<ul style="list-style-type: none"> • Market to the right audience using the right channel's • Develop programmes that meet their needs. • Anticipate the future and plan accordingly
Liberal Government policy on education	<ul style="list-style-type: none"> • Lobby government for partnerships and scholarships • Develop government-driven programmes • Apply for benefits and exemptions from governments
Reliable partners in education	<ul style="list-style-type: none"> • Diversify the collaboration by venturing into new programmes. • Set up an active coordinating office • Encourage exchange programmes
Increased urbanization	<ul style="list-style-type: none"> • Provide housing facilities for staff to attract and retain quality staff. • Develop short programmes to target the growing population • Set up enough facilities for students • Seek partnership with the investors, both local and international, for the University development.

Table 4: UniK's Threats and Strategies to mitigate them

THREATS	STRATEGIES TO MITIGATE THE THREATS
Massification of Higher Education Institutions	<ul style="list-style-type: none"> • Develop and offer highly competitive and demand-driven programs; • Source for scholarships and awards to deserving students. • Develop Bridging programmes • Develop distance learning programs.
Competition of highly qualified staff	<ul style="list-style-type: none"> • Improve on staff development and welfare • Bond staff supported and trained by the University

Rapid technological changes	<ul style="list-style-type: none"> • Human resources trendy development in high tech skills. • Update current lecturer status to meet current students' needs. • Set up a budget for high tech maintenance and update.
Stringent donor conditions	<ul style="list-style-type: none"> • Train staff in project proposal writing development • Develop programmes in line with donor interests.
The high cost of University Education	<ul style="list-style-type: none"> • Seek alternative means of delivering Education programmes to the market through modernization of programmes, i.e. blended learning. • Seek for funding support

(a) Political/ legal factors

The political/legal favouring the growth of UniK includes the following:

- The Government's policy on higher education is highlighted in the Universities and Other Tertiary Institutions Act (UOTIA), 2001 that guides the functioning of Universities.
- The University can engage the government through the Catholic structures to fund its infrastructure development.

Additionally, there is political stability and security within the country, which promotes sustainable growth and development. Uganda's membership of the EAC provides an opportunity for UniK to be a catalyst for the transformation that will see the country expand as the intellectual, social and political hub for East Africa. UniK seeks to enrol Health Sciences and Arts students from across the region, notably Kenya, Tanzania, Uganda, Rwanda, Burundi and South Sudan.

Uganda's Constitution of 1995, article 30, provides that all persons have a right to education; the reason UniK champions its mandate. Furthermore, there is the National Council of Higher Education (NCHE) that regulates all Universities in the country, the key to the establishment of UniK.

(b) Economic Factors

By 2018, the Ugandan economy was poised to grow at 6.5 % up from 4.8% in 2017 and 2.3% in 2016. The Macroeconomic policy stance remains focused on the country's inflation pressures to a single digit of 7% enhancing exchange rate stability and stepping up domestic resource mobilization growth by 0.5% of Uganda's GDP. The Central Bank of Uganda raised its key central bank rate to 10%, affecting commercial bank lending rate to an all-time high of 23% in 2018. The highlighted Economic indicators of Uganda suggest that the fluctuations will impact negatively on demand for university education and government support to higher education. Commercial Bank borrowing rates and high inflation rate affects the ability of students to access

loans to pay fortuition and impact negatively on their career development. UniK is increasingly compelled to address its funding shortfall from alternative sources.

(c) Social/Cultural Trends



The social-cultural factors that spur promotion and growth of UniK include the following;

- i. Uganda has the world's youngest population of 78% of its population below the age of 30.
- ii. The government of Uganda recognises education as a fundamental human right. It continues to strive to provide free universal primary and secondary education to all children in the country (Article 30 of the Ugandan Constitution, 1995).
- iii. Uganda is a signatory to many institutional commitments on gender equality in education. Key among these include Convention on the Rights of the child (CRC), the Convention on Elimination of all Forms of Discrimination against Women (CEDAW), Education for all (EFA) goals, the Beijing Declaration and Platform for Action (PFA) and Sustainable Development Goals (SDG4 and SDG5). These commitments provide a firm ground for UniK to deliver university education.

The University needs to develop and deliver technical and vocational-oriented programmes that are highly demanded in the domestic and international labour markets, which will make UniK contribute towards the achievements of the Uganda Vision 2040.

(d) Technological Advancement

Education is the key to sustainable development. The use of education as a tool for national development and international competitiveness requires an education that is holistic, relevant, innovative and technology-adoptive and is prone to diffusion and of good quality. The fast-changing technological advancement provides opportunities for University students to acquire knowledge through the adoption of e-learning and e-resource sharing. ICT has also improved the rate of communication and information exchange.

The government of Uganda has invested heavily in ICT infrastructure and committed to expanding communication network through fibre optics network, which will facilitate

telecommunication. Therefore, the University must continuously update and upgrade its technological infrastructure systems, increase student-computer ratio, and expand library space. UniK must capitalize on e-blended, and distance learning and virtual University approach to maximize its University education programmes and quality service delivery.

(e) Ecological Factors

Education catalyses sustainable development. Uganda Government has developed appropriate strategies such as Uganda Vision 2040 to promote university education. The Environment Management Act, reinforced by SDG 12 (i.e. ensure sustainable consumption and production), SDG 13(i.e. take urgent action to combat climate change and its impacts), SDG 14 (i.e. conserve and sustainably use oceans, seas, and water resources for sustainable development) and SDG 15 (i.e. protect, restore and promote sustainable use of terrestrial ecosystems).

Some human-related activities around UniK have led to environmental damage. The rate of exploitation of the Lake Victoria through poor fishing approaches and flower firms' green houses that emit gases in the air has contributed to environmental degradation and pollution. By appropriately designing environment management curriculum, improving knowledge, fostering lifestyle, values, beliefs and shifting attitudes of students, university education has considerable power to change environmentally harmful lifestyles and behaviour. UniK by educating those students currently at University about climate change will help to shape and sustain future policymaking.

2.4 Stakeholder Analysis

UniK shall bring on board diverse stakeholders with different interests. UniK is therefore cognizant of these stakeholders and seeks to clearly articulate their needs and expectations by identifying those people, groups and institutions that influence it, because of safeguarding its collaboration, compliance and mutual understanding with them. Table 5 shows some of UniK's stakeholders and the strategies it intends to take to maximise its partnership with them.

Table 5: Stakeholder Analysis

Stakeholder	What they do	What is UniK's interest
The leadership of the Catholic Church	<ul style="list-style-type: none"> • Compliance • Recognition • Gospel values • Orthodoxy 	<ul style="list-style-type: none"> • Partners to promote gospel values. • Engage and keep leadership involved and up to date on UniK's strategy and plan. • Seek possible strategic partnerships where churches make announcements about UniK's programmes during mass.

Trustees of University of Kisubi	<ul style="list-style-type: none"> • Provision of quality education • Offer relevant training that enables clients to become job creators or readily employable professions • Own the University 	<ul style="list-style-type: none"> • Continuous and timely communication of new initiatives • Listen to their interests and meet often
Brothers of Christian Instruction	<ul style="list-style-type: none"> • Oversight role and risk management 	<ul style="list-style-type: none"> • Continuous and timely reporting • On-going engagement and facilitation
University Council	<ul style="list-style-type: none"> • Oversight role and risk management 	<ul style="list-style-type: none"> • Continuous and timely reporting • On-going engagement and facilitation
Government. Ministries and Agencies	<ul style="list-style-type: none"> • Provide funding • Develop relevant National policies • Enact and review laws. • Development of standards and curriculum approval • P r o v i s i o n of employment opportunities to the graduands 	<ul style="list-style-type: none"> • A source of funds for the developed programmes • Policy direction. • To align the university policies to national development goals • Provide the requisite legal framework • Alignment of the curriculum delivered at UniK to the national skills needs as well as industry standards • Employment of UniK graduates.
Management	<ul style="list-style-type: none"> • Conducive terms of service, clear terms and duties, allowances, timely implementation of decisions. • Recognition • Career growth • Compliance 	<ul style="list-style-type: none"> • Continuous and timely reporting • Ongoing engagement and facilitation • On the job training and career growth.

Private sector	<ul style="list-style-type: none"> • Employ Human resources for management and production • Innovation for productivity and competitiveness • Take in interns for learning and benchmarking – field attachment • Uptake of modern technology for production and services 	<ul style="list-style-type: none"> • Graduates of UniK will be employed in the public and private sector • Industrial innovation will guide curriculum review in the university for global competitiveness • The attachments provided by the industry will improve the relevancy of students and practical experience in training • The technology industry is a signal to the University on the training equipment and facilitates upgrade requirements from time to time.
Community Parents/ Guardians	<ul style="list-style-type: none"> • Parental, financial and material support to students • Link the university and the community 	<ul style="list-style-type: none"> • Parents/guardians provide students for training at the university and pay tuition fees for them • Being members of the community, the parents /guardians ensure linkages and collaborations of the University and the community.
Civil society and the media	<ul style="list-style-type: none"> • Offer development support to the community and the University • Dissemination of information • Provide sponsorship to needy students 	<ul style="list-style-type: none"> • The civil society will support University in its development programmes • Accurate reporting of UniK activities and programmes • Pay tuition fees for needy students
Suppliers / contractors	<ul style="list-style-type: none"> • Supply of goods and services 	<ul style="list-style-type: none"> • Supply of quality goods and services to UniK • The contractors undertake infrastructure development
Development partners/ donors	<ul style="list-style-type: none"> • Provide funding and material support • Accountability 	<ul style="list-style-type: none"> • Financial and material support provided • Adequate funding expected
Students	<ul style="list-style-type: none"> • Consumers • Value for money 	<ul style="list-style-type: none"> • Pay tuition fees in time and consistently • Being ethical and disciplined
Staff	<ul style="list-style-type: none"> • Provide support services • Teach and guide students 	<ul style="list-style-type: none"> • Stable employment opportunities • Provide good terms and conditions of services • Career development and promotion

CHAPTER THREE

STRATEGIC DIRECTION

3.1 Vision

A dynamic University that nurtures pragmatic professionals of integrity

3.2 Mission

To provide holistic education through teaching, innovation and research for social transformation

3.3 Motto

In Virtue We Educate

3.4 Values: SCRIPT

To realise its vision and mission, UniK shall be guided by the following shared values derived from the virtues and moral standards of the wider Ugandan society:

3.4.1 Service

Ensuring high-quality service delivery and output: UniK shall use its unique gifts, skills and abilities to contribute to society through occupation, business, profession and calling.

3.4.2 Creativity

UniK shall pool from a diverse set of perspectives and experience by assembling cross-functional teams to collaborate on tasks. The University will often hold brainstorming sessions around new themes and goals. Employees shall take themselves very seriously and use their imaginations to drive innovation.

3.4.3 Responsibility

UniK's work is carried out within relationships that are based on trust. This responsibility, in turn, requires us to define our roles and obligations clearly; after all, we have to know who we can trust in what matters. It also requires us to avoid conflict of interest, which undermines trust, and even to actively help others without being compensated, which builds trust. Staff and students shall, at all times, be answerable and accountable for their actions.

3.4.4 Integrity

UniK commits to concern for accuracy, honesty, and truthfulness: Basically, we try to ensure that when people are talking to us, they do not come to believe untrue things. So, we do not lead them to believe we have qualifications that we do not have. We do not lead others to believe that

our rivals are less competent than we know they are. We do not misrepresent facts or obscure our sources of facts. We do not, in short, claim to know something we do not understand or to own something that is not ours. The practical injunctions against lying and stealing capture this principle nicely.

3.4.5 Professionalism

UniK is committed to continuous improvement and professional growth. It takes pride in producing high-quality work and delivering exceptional service to internal and external customers. We exhibit pride in professional appearance, language and behaviour. We assume responsibility for a clean and safe work area. We maintain composure in challenging situations. We respect others, express sincere appreciation, and positively influence those around us. We are dedicated ambassadors in the education sector.



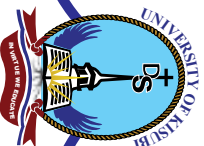
3.4.6 Teamwork

Teamwork plays a vital role in getting things accomplished. We shall, therefore, work towards providing support to one another; working co-operatively; respecting one another's views; and making our work environment full of fun and enjoyable.



We shall specifically:

- i. Help others to achieve their deadlines without having to be asked;
- ii. Ensure that all our interventions have identified points which are celebrated by the whole team;
- iii. Work with one another with enthusiasm and appreciation;
- iv. Work with one another without manipulation;
- v. Resolve conflict according to agreed guidelines for the University.



STRATEGIC FRAMEWORK 2020-2024

University Vision
A Dynamic University that Nurtures Pragmatic Professionals of Integrity.

University Mission
To provide Holistic Education through Teaching, Innovation and Research for Social Transformation.

CORE VALUES:		Theme 1: Academic Programmes, Teaching and Learning.	Theme 2: Teaching Resources, Facilities and Infrastructure.	Theme 3: Research, Innovation and publication.	Theme 4: Management, Leadership and Governance.	Theme 5: Marketing and Image of the University.	Theme 6: Community Engagement and Partnership.
Service Creativity, Responsibility Integrity Professionalism Team work (SCRIPT)	Strategic objective : Enhance and maintain excellence in teaching and learning.	Strategic objective : Establish and maintain state of the art University Infrastructure.	Strategic objective : Advance UoL as a research-driven University that makes a distinctive contribution to knowledge, society and globally.	Strategic objective : Strengthen the management and governance of the University.	Strategic objective : Improve the visibility and image of the University.	Strategic objective : Strengthen community engagement, linkages, networks, and partnerships.	
	Strategies: 1. Improve pedagogical skills among teaching staff. 2. Design and implement a modular system of course delivery. 3. Introduce online and distance E-Learning modes of delivery. 4. Review the current curriculum and develop new programs. 5. Create policies to ensure that students from vulnerable groups are unbeaten in their studies. 6. Set up an alumni desk to follow up on UoL graduates for an effective feedback and impact evaluation. 7. Strengthen students assessment mechanisms to enable students to achieve. 8. Develop bridging courses.	Strategies: 1. Update classroom equipment, furniture, and spaces to create a learning environment for the 21st century. 2. Double the existing internet bandwidth to increase speed, volume, the security of electronic teaching and communication. 3. Share facilities with other institutions under same foundation. 4. Develop and implement the emergency preparedness plan with standards of safety protocols. 5. Update and implement the University master development plan 6. Develop an advanced high-performance computing infrastructure as well as high-end information communication technology (ICT) tools, to facilitate online teaching, storage and analysis of big data e-Research	Strategies: 1. Define priorities and directions for research and postgraduate studies at UoL that are strategically oriented and use competitive regional and international advantages. 2. Strengthen the organization of academic conferences annually and bi-annually throughout the plan period. 3. Conduct regular surveys about relevant societal issues throughout the plan period. 4. Build capacity and motivate staff and students to do research. 5. Establish and expand research partnerships, collaborations, networks and linkages nationally and internationally. 6. Establish a research, innovation and incubation unit. 7. Establish an institutional review board. 8. Develop and enforce ethical research conduct. 9. Promote the commercialization of research outcomes in the form of products, processes and services. 10. Establish a University projects and consultancy unit to use research results for project development and offering consultancy to potential stakeholders.	Strategies: 1. Formulate and review existing policies and systems of the University. 2. Develop and implement a succession plan for the University human resource. 3. Procure and Maintain an integrated University management system. 4. Establish and staff a development office to spearhead and coordinate resource mobilization. 5. Establish performance management framework for management and Council. 6. Design, implement and monitor integrated institutional quality management system for quality assurance of programmes and systems 7. Develop a plan to attract and retain qualified and talented professional staff. 8. Enhancement of staff Welfare.	Strategies: 1. Develop and implement a comprehensive marketing plan. 2. Design flexible short interdisciplinary programs that respond, among others, to needs of the business community, institutional leaders and public sector leaders. 3. Establish University open days to the various stakeholders' participation. 4. Enhance University Website.	Strategies: 1. Enhancing opportunities for community members to volunteer on campus. 2. Develop and support an outreach programme for UoL that responds to socio-economic, political, and religious concerns in society. 3. Establish exchange programs for both students and academic staff with other institutions of learning in the world.	

3.5 Themes, Strategic Objectives, and Possible Actions

3.5.1. Theme One – Academic Programmes, Teaching and Learning

UniK exists to advance and promote knowledge, skills and developing innovative academic programmes. The strategic focus during the next five years is to produce a graduate who is equipped with critical thinking skills to be able to analyse, interpret, evaluate and synthesize information.

Strategic Objective: To enhance and maintain excellence in teaching and learning.

The objective will be pursued through the following strategies:

- i. Improve pedagogical skills among teaching staff.
- ii. Design and implement a modular system of course delivery
- iii. Introduce online and distance E-Learning modes of delivery
- iv. Review the Current curriculum and develop new programs
- v. Create policies to ensure that students from vulnerable groups are unbeaten in their studies
- vi. Set up an alumni desk to follow up on Unik graduates for an effective feedback and impact evaluation.
- vii. Strengthen students assessment mechanisms to enable students to achieve
- viii. Develop bridging courses

The expected outcomes:

- a) Access to academic programmes;
- b) Enhanced quality of academic programmes;
- c) Improved holistic and quality graduates;
- d) Increased alignment of academic programmes to Uganda Vision 2040.

3.5.2 Theme Two - Teaching Resources, Facilities and Infrastructure



Teaching resources, facilities and infrastructure are critical components of UniK's success and growth. Insufficient teaching resources, facilities and infrastructure have negatively affected the growth of UniK. UniK experiences a high cost of purchasing and maintaining internet facilities provided by RENU.

The University during its life period of the strategic plan (2020-2024) shall invest and support the introduction of a blend of virtual and in-person classroom learning

Excellent facilities, amenities and living conditions are essential in enhancing the production of quality and holistic graduates. Quality graduates will be delivered to totality based on the academic curricula and well developed co-curricular activities aimed at producing useful citizens who contribute to the overall welfare and development of society.

The teaching programmes include; human capital, physical assets, ICT facilities and entire support infrastructure. Physical facilities and infrastructure will require special attention through investment for upgrade and expansion.

Strategic Objective: To establish and maintain state of the art University Infrastructure.

The objective will be pursued through the following strategic actions:

- i. Update classroom equipment, furniture, and spaces to create a learning environment for the 21st century
- ii. Double the existing internet bandwidth to increase speed, volume, the security of electronic teaching and communication
- iii. Share facilities with other institutions under same foundation
- iv. Develop the emergency preparedness plan with standards of safety protocols
- v. Update and implement the University master development plan
- vi. Develop an advanced high-performance computing infrastructure as well as high-end information communication technology (ICT) tools, to facilitate online teaching, storage and analysis of big data e-Research

The expected outcomes are:

- a) Increased and improved quality of physical infrastructure;
- b) Effective use of ICT in teaching, research and administration;
- c) Strengthened library resource mobilisation and sustainability;
- d) Promoted Library outreach service.

3.5.3 Theme Three-Research, innovation and publication

Research, innovation and publication are vital strategic issues the University must address to remain relevant in its pursuit of extending the frontiers of knowledge development and application.

They enable the University to contribute towards the dynamic social needs that are hallmarks

of civilization, sustainable development and improvement of human life. More attention by the university to this strategic issue will result in an upturn in its contribution to sustainable national development.

Research, innovation and publication have the potential for wealth creation and contribution to sustainable national development. If this potential is not exploited, the University will continue to lose out on the national agenda and the Uganda Vision 2040.

Strategic Objective: To advance UniK as a research-driven University that makes a distinctive contribution 'to knowledge both locally and globally.

This objective will be pursued through the following strategies:

- i. Define priorities and directions for research and postgraduate studies at UniK that are strategically oriented and use competitive regional and international advantages
- ii. Strengthen the organization of academic conferences annually and bi-annually throughout the plan period;
- iii. Conduct regular surveys about relevant societal issues throughout the plan period
- iv. Build capacity and motivate staff and students to do research
- v. Establish and expand research partnerships, collaborations, networks and linkages nationally and internationally.
- vi. Establish a research, innovation and incubation unit
- vii. Establish an institutional review board
- viii. Develop and enforce ethical research conduct
- ix. Promote the commercialization of research outcomes in the form of products, processes and services
- x. Establish a University projects and consultancy unit to use research results for project development and offering consultancy to potential stakeholders



The expected outcomes:

- a) Enhanced research output dissemination;
- b) Enhanced grants contribution and collaboration;
- c) Improve deficiency in grants management;
- d) Increased innovation and impact of research output.

3.5.4 Theme Four - Management, Leadership and Governance

The NCHE provides the basic framework upon which the University is governed and managed.

The 1995 Uganda Constitution and Uganda Vision 2040 emphasise the purpose of University education to national development and sustainability. As the University charts its strategic way forward, it must reposition itself to fully comply with the new market demand while taking advantage of the new opportunities in its operating environment.

It is crucial that the UniK structures and processes relating to governance and management be addressed for the University to set itself for maximum competitiveness and growth. Staff and student loyalty, commitment and ownership of the institution are essential to long-term survival and success. Nurturing these attributes will deliver the required professionals into community service.

Strategic Objective- To strengthen the management and governance of the University.

This objective will be pursued through the following strategies:

- i. Formulate and review existing policies and systems of the University
- ii. Develop and implement a succession plan for the University human resource
- iii. Procure and maintain an integrated University information management system
- iv. Establish and staff a development office to spearhead and coordinate resource mobilization
- v. Establish performance management framework for management and council
- vi. Design, implement and monitor integrated institutional quality management system for quality assurance of programmes and systems
- vii. Develop a plan to attract and retain qualified and talented professional staff
- viii. Enhancement of staff Welfare

Expected Outcomes:

- a) Improved efficiency and effectiveness;
- b) Effective monitoring and evaluation;
- c) Enhanced commitment and loyalty to the University;
- d) Improved University image and reputation.

3.5.5 Theme Five - Marketing and Image of the University

UniK needs to create a sharp positive image in the minds of past, current and potential students as well as all stakeholders. Marketing and image of the University can be achieved by answering critical questions as to what UniK stands for, particularly in the present competitive dynamic, uncertain, turbulent and innovative world. What is UniK's brand? How can UniK improve its current image? What is UniK's culture that can be aggressively marketed and extended as a product when the students become alumni? These are issues that have to be addressed to improve UniK's image and success.

Strategic Objective- To improve the visibility and image of the University.



This objective will be pursued through the following strategies:

- i. Develop and implement a comprehensive marketing plan
- ii. Design flexible short interdisciplinary programs that respond, among others, to needs of the business community, institutional leaders, public sector leaders.
- iii. Establish University open days to the various stakeholders' participation
- iv. Enhance University Website

The expected outcomes are:

- a) Increased visibility of the University;
- b) Consistent positive University image and reputation;
- c) Increased market share of the University.

3.5.6 Theme Six - Community Engagement and Partnership

In the 21st-century globalization paradigm, the trend is for institutions to foster stable collaborative ventures, partnerships and linkages to enhance their competitiveness. UniK occupies a unique position of great advantage that can be utilised in fostering mutual linkages and partnerships with other universities, institutions of higher learning, private, public sectors and the community. Whereas UniK has many existing linkages with Brothers schools and technical education institutions, more value-adding networks, partnerships and linkages need to be established at the national, regional and international levels. If UniK needs to reposition itself in national and regional arenas, a viable and vibrant Institution of Higher Learning, community engagement is a must.

Synergy building relationship with the community and other various stakeholders are critical to the overall success of UniK. UniK must position itself in such a manner that mutually benefits of all the partners.

Given the nature and scope of UniK, the various categories of relevant stakeholders that UniK meets are enormous. The key stakeholders include Brothers of Christian Instruction, students, Alumni, Lecturers and staff, University Council management, Government and its agencies, community, development partners, donors, church leadership, partner institutions and service providers.

It has emerged that various stakeholders are positively predisposed to work on a joint agenda with the University.

Strategic Objective- To strengthen community engagement, linkages, networks, and partnerships.

This objective will be pursued through the following strategies:

- i. Enhancing opportunities for community members to volunteer on campus
- ii. Develop and support an outreach programme for UniK that responds to socio-economic, political, and religious concerns in society
- iii. Establish exchange programs for both students and academic staff with other institutions of learning in the world

The expected outcomes:

- a) Gradual and valuable relationship with stakeholders;
- b) Increased funding;
- c) Improved quality of academic programmes.



CHAPTER FOUR

IMPLEMENTATION

4.1 Introduction

The implementation of the strategic plan will be the responsibility of all University members under the leadership of the Vice-Chancellor as outlined in the University structure. UniK structure comprises of four organs namely; the Board of Trustees, University Council, Senate and Management. The Board of Trustees will lead in resource mobilisation and the University Council will provide the oversight role and guarantee that the University is well managed. The Senate will develop and maintain relevant academic programs while the Vice Chancellor is responsible for organisation and administration of the University. This strategy serves as the framework for schools, faculties, Departments and sections when they craft their work-plans. This chapter presents the structural, systems, and human resource requirements to translate the document into results.

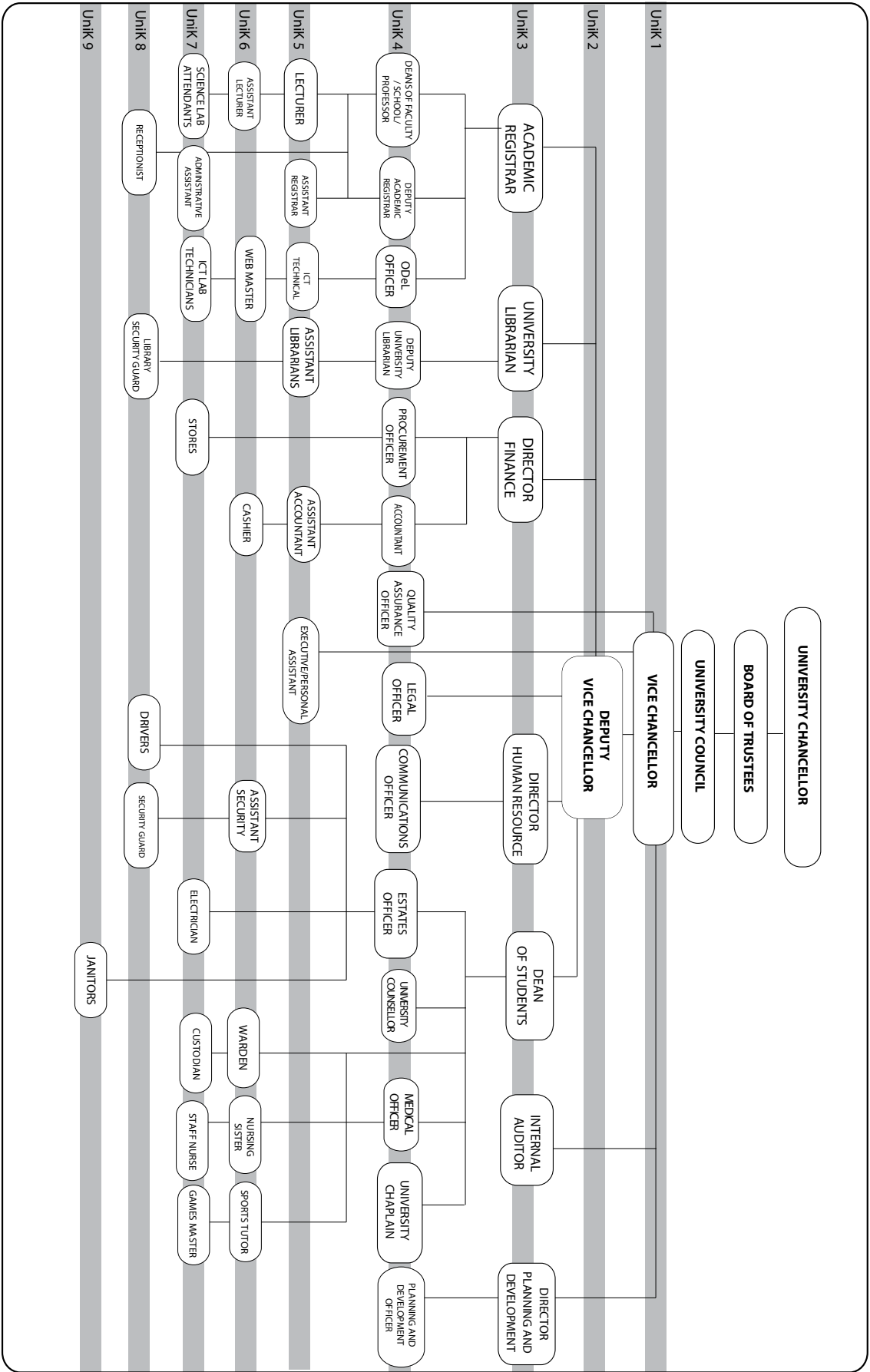
4.2 Strategic Plan Implementation Plan

The Management will draw up a strategic plan matrix/work plans with a detailed description of activities and annual budgets. For easy implementation, each faculty/department will be required to draw annual work plans using the budget estimates. The work plans will be consolidated into UniK's annual work plan, which will take into consideration the financial, human and other resources available each year. The Senate will approve all annual work plans, which the Vice-Chancellor will use to affect performance contracting, and follow-ups.

4.3. Implementation Approach

This strategic plan will be implemented within five years(2020-2024). The plan implementation is also anchored on the financial year system of the University, as revenue generation from student's fees is critical for the effective implementation. UniK shall undertake both mid-term and end-term review of this plan. The mid-term review will provide the status of the plan implementation; take corrective measures to address any deviations or emerging challenges from implementation. The review will, therefore, help to keep the plan on course

Figure 1: UniK Organizational Structure



4.4 Critical Success Factors

In the implementation of the strategic plan, the following critical factors are necessary:

- i. A clear understanding of the Strategic Objectives, Strategies and Activities for implementation of the Strategic Plan by both the Management and the UniK Council;
- ii. Continuous monitoring and supervision of the implementation of the strategic plan by UniK council and its oversight committee;
- iii. Availability of resources (Human and financial) in order to facilitate the implementation of each activity in the new Strategic Plan;
- iv. Staff development will be a crucial element in implementing the strategic plan. UniK will continuously attract the right skills and deploy them appropriately across the university. At the same time, the focus will be given to continuous staff training and development of these critical skills and qualities. Talent Management will be emphasized as an incentive to staff retention.
- v. Successful implementation will also depend on the leadership and commitment of UniK's Management in terms of decision-making and implementation of the Strategy.
- vi. A robust Information Technology System will enhance the UNIK's ability to make timely and accurate decisions based on reliable data processed. This robust information technology will reduce the downtime experienced due to processing;
- vii. Periodic review, performance oversight, measurement, and reporting;
- viii. Support from other institutions and key stakeholders are critical drivers. UniK recognizes the importance of communicating the objects of the Strategic Plan to all its stakeholders.

The Strategic Plan will be publicized in the following ways:

- a) The official launch will be carried out in a ceremony within the University to which stakeholders will be invited.
- b) The Strategic Plan will be accessible from the UniK website.
- c) Stakeholder forums will be organized to discuss the various objects of the Strategic Plan with considerations to funding the various UniK projects it envisages.
- d) The Strategic Plan will be availed to the stakeholders through brochures, University documentaries, and the complete Strategic Plan document. The Strategic Plan document will also be made available to all UniK offices and official meetings where stakeholders are invited.

CHAPTER FIVE

MONITORING AND EVALUATION

6.1 Introduction

Strategic plans with reliable monitoring and evaluation function tend to stay on track. Monitoring and evaluation facilitate early detection of problems and reduce the likelihood of having significant cost overruns or time delays during implementation. Proper planning combined with effective monitoring and evaluation can play a significant role in enhancing the effectiveness and efficiency of interventions. This section describes how monitoring, evaluation, and reporting will be planned for and conducted.

6.2 Linking M&E and Annual Performance

The Strategic Plan M&E framework is expected to guide the individual faculties and departments to take up leadership in the implementation process and enhance the envisioned performance. Therefore, detailed work plans and operational manuals will be developed. UniK's strategic objectives will be translated into departmental targets, which in turn will be used to formulate programmes and projects as well as individual performance targets.

The actual performance of various administrative levels will be monitored continually and evaluated at the end of the defined period against the agreed targets. At each point of evaluation of the performance and achievement of the strategic plan, management will use data and evidence generated to make decisions on resource allocations, human resource rationalization, review of priority, content, and scope of the programmes and projects.

6.3 Monitoring

Monitoring will be an on-going activity by UniK staff to track the use of inputs and outputs. Through monitoring, utilization and depletion of resources will be tracked by implementing departments, which at times will necessitate a revision of work plans. Monitoring of UniK's Strategic Plan will be the responsibility of all staff guided by the Planning and Development Office. The office will coordinate the collection of M&E data, analysing and reporting. It will provide technical support and facilitate M&E capacity building.

6.4 Reporting

Monitoring reports at the department level and unit level will comprise:

- i. A narrative strategic plan implementation report plus a summary table that will be developed and filled every semester;
- ii. Contents of the narrative report will include, but not to be limited to:
 - a) The approved plan objectives and their target indicators at the relevant levels;

- b) Approved results, to the respective strategic objectives;
- c) Achievements in terms of targets, the deviations in the planned targets and activities;
- d) Constraints in the implementation of the Strategic Plan and any internal and external factors, which have affected implementation;
- e) Proposed remedial actions and the proposals for solving the problems faced indicating the planned activities to be carried out in the next period (Semester and academic year depending on the nature of the report).

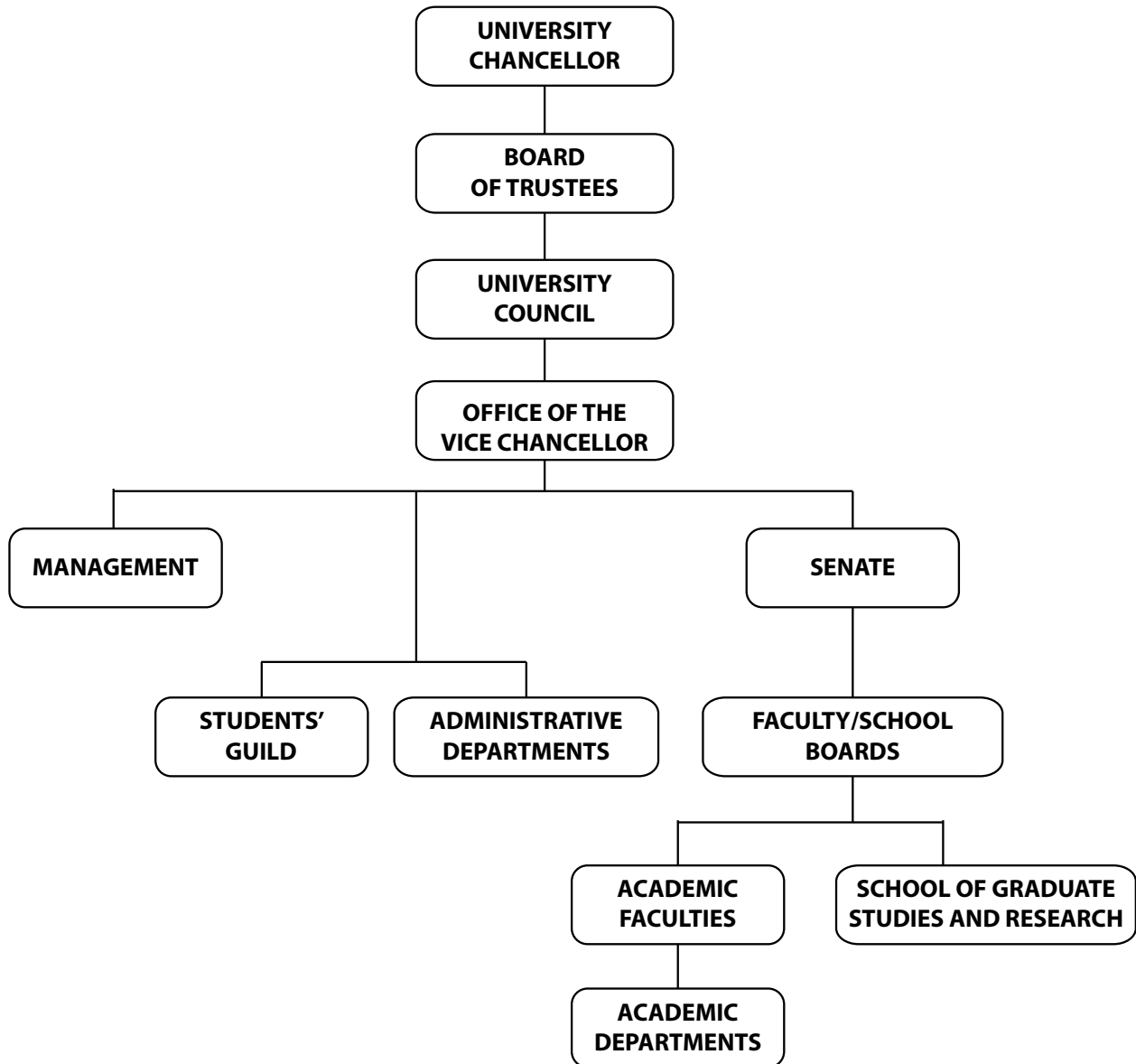
There will be two-semester reports per annum, one covering the first semester and the second one covering the second semester.

6.5 Evaluation

There will be two types of evaluation of the strategic planning process; once every two and half years using internal evaluators and another one at the end using an external evaluation team. The internal and external evaluations will have similar ToR and will focus on:

- i. Assessing the reasons for success or failure of specific aspects of the Strategic Plan;
- ii. Assessing whether the plan is achieving its objectives and targets.
- iii. Assessing the adequacy of resources being mobilized to implement the strategic plan

Figure 2: Reporting lines





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