



**KAMPALA
INTERNATIONAL
UNIVERSITY**

STRATEGIC PLAN

2015/2016 – 2020/2021

“Taking KIU to the Leading Edge in Higher Education”

Kampala International University (Main Campus)

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(Working Draft)

The Higher Education sub-sector in Uganda like elsewhere in the region continues to grow evidenced by the number of universities (now 37 both private and public) and student enrolment (State of Higher Education, 2012). Although the sector continues to register growth, it faces challenges in provision of requisite facilities, a declining unit cost and inadequacies in highly qualified academic staff (ibid). With the projection suggesting that the entire continent will have 18-20 million students by 2015 (World Bank, 2010), an increasing number of private universities have been established to absorb the increasing numbers of students that qualify for university education. Kampala International University, one of the largest private higher education institution in the region, is a significant player.

Our strategic focus over the next five years (KIU Vision 2021) is to take KIU to the leading edge in higher education. KIU will be reputed for relevant research, high quality academics, and innovative community engagement. We will have a well- motivated high-caliber work force. The brand “Kampala International University” will be the University of choice for thousands of students from all over Africa, providing higher education to over 200,000 students through taking advantage of modern ICTs and global networks. KIU graduates will be highly entrepreneurial and coveted in the labour market. The university will be known for world-class facilities, managerial systems and exceptional customer service.

Although KIU is a multi-national university, the scope of this strategic plan is limited to the two campuses located in Uganda: Kampala Main Campus and Western Campus, Ishaka, Bushenyi district. The plan embodies KIU’s ambitious, but realistic drive, to become the undisputed leading private university in East Africa by 2021.

We have duly analyzed our context by exploring our strengths, weaknesses, opportunities and threats. The University’s strategic vision as herein articulated reflects a steadfast determination to build on its strengths, diminish its weaknesses, seize opportunities, and face the threats creatively and energetically. We will create a culture of excellence that fulfills the need for an institution with quality of the first order.

This Strategic Plan will guide the University community by providing a context for innovation, operational planning and implementation of defined ideals.

In the year 2001 Kampala International University [KIU] was established in Uganda to address the growing need for higher education in the Great Lakes region and beyond. In accordance with the Universities and other Tertiary Institutions Act, Government of Uganda awarded a Charter to KIU in March 2009. The institution has since grown into a premier regional private university with total enrolment of over 20,500 students in two campuses in Uganda, a Constituent College in Dar es Salaam and an affiliated Dreamline College in Nairobi.

The University's student population is drawn from over 15 countries including Uganda, Kenya, Tanzania, Rwanda, Burundi, Nigeria, Zambia, Malawi, DRC, Somalia, Southern Sudan, Ethiopia, Eritrea, Korea, Pakistan and Turkey. KIU is a member of regional and international pre-eminent bodies like the Inter University Council of East Africa (IUCEA); the Association of African Universities (AAU); and the Association of Commonwealth Universities (ACU).

KIU's VISION

To become a premier institution of international repute that prepares students for the world and for an inclusive society.

THE MISSION OF KIU

To respond to societal needs by designing and delivering an education guided by the principles and values of respect for society, economy and environment, and to provide a supportive research environment in which scholars at every stage of their career can flourish.

Philosophy of the University

The University regards each student as a unique individual who brings to the learning environment certain strengths and ideals. The role of the University, therefore, is to assist students to actualize their strengths. The University ensures that the educational experience of students culminate into productive graduates who can contribute positively to the overall wellbeing of society. Holistic development and a strong, positive intellectual development is what the University strives to inculcate in each student.

CORE VALUES OF THE UNIVERSITY

- Excellence in all endeavors
- Holistic human development
- Team work and effective communication
- Innovation and entrepreneurship
- Interdisciplinarity & research-driven programming
- Respect for diversity, multi-culturalism and global citizenship

A. KIU KAMAPALA MAIN CAMPUS

Located at Kansanga a rapidly growing suburb of Kampala, KIU main campus is only 3 km from Kampala City Centre. The location of the university in such proximity to Uganda's commercial capital comes with varied advantages to the university community. Student enrollment at the main campus is over 12,000.

The Main Campus currently has four Colleges, three Schools and one Institute, namely;

- College of Education, Open and Distance learning
- College of Economics and Management
- College of Humanities and Social Sciences
- College of Higher Degrees and Research
- School of Engineering and Applied Sciences
- School of Computing and Information Technology
- School of Law
- Institute of Social Research.

B. KIU WESTERN CAMPUS - ISHAKA

The Campus is located in western Uganda at Ishaka in Bushenyi District. The Campus started as a Faculty of Health Sciences at the Main Campus in 2003 before being translocated to Ishaka and constituted into the School of Health Sciences in October, 2004. In 2007, the KIU Teaching Hospital was established at the Western Campus to enhance the quality of health professionals' training while at the same time complementing the efforts of Government of Uganda towards provision of quality, equitable and accessible preventive and curative health services to the people of Uganda. The 400-bed hospital is the first private teaching hospital in Uganda, combining the philosophy of moral treatment, with a modern approach to healthcare for the less privileged. As a community outreach strategy, the teaching hospital is one of the first private hospitals in the country to provide free quality treatment to the otherwise excluded poor.

The KIU Western Campus with a total student enrollment of over 8500 students and 200 teaching staff predominantly offers academic programmes in the health sciences. The Western Campus, therefore, envisions being a leading training institution for providers of health services in preventive and curative domains on the African continent. The products are envisaged to be individuals who will promote the health of East Africa's population and manage community health problems.

The Western Campus is organized under the following schools and faculties:

- Faculty of Clinical Medicine and Dentistry
- Faculty of Biomedical Sciences
- School of Allied Health Sciences
- School of Nursing Sciences
- School of Pharmaceutical Sciences
- Faculty of Education
- Faculty of Business Management and Humanities
- School of Postgraduate Studies and Research

At Western Campus, the University established the **Institute of Biomedical Research (IBR)** in 2012 to promote and develop the role of biomedical research within healthcare and safety. It is envisaged that IBR will encourage, promote and facilitate the establishment of local, regional and international collaborations to approach the scientific questions that are important for Africa.

As the training ground for the region's future experts in quality health care, Western Campus is at the forefront of a rapidly changing health care landscape in the East African region. On the basis of current intake levels, student enrollment is projected to reach 8,100 in 2015/2016 academic year with an increment of 10% per year.

THE STRATEGIC OUTLOOK 2015/2016 – 2020/2021

THE MARKET ENVIRONMENT

During the course of 2013 the University carried out a self-assessment exercise to review the internal and external operating environment. The review has informed the strategic thinking and therefore, development of the successor strategic plan. Results of the SWOT analysis are outlined below, followed by conclusions and strategic clues.

SWOT ANALYSIS

| | STRENGTH | BENEFIT |
|----|--|--|
| 1. | KIU is a regional network with campuses in Uganda, Kenya and Tanzania and liaison offices in Zambia, Malawi, Nigeria, Southern Sudan, and Burundi. | This multi-national presence gives KIU an edge in the market. |
| 2. | A committed and visionary Board of Trustees with a solid financial capability fueling massive infrastructure development projects at both campuses. | This is enabling rapid institutional expansion to match the surge in Ugandan and foreign applicants for admission. |
| 3. | A strong School of Health Sciences, which is has become renowned for producing competent graduates excelling in the labour market.. | The good performance of graduates from the School of Health Sciences is marketing the university in various parts of Africa. |
| 4. | A state-of-the-art library, arguably the biggest in Eastern Africa, 8 storied, with sitting capacity of 5000 readers | This facilitates the university's strategy on enrollment expansion without compromising quality of teaching and learning.. |
| 5. | KIU offers most of the academic programmes eligible for financing under the Government Loan Scheme. Particularly, KIU is the leading provider of a wide range of science based courses among private universities. | Because of this, KIU gets the biggest share of students sponsored under the Students Loan Scheme |
| 6. | A rich collection of knowledgeable, experienced, energetic and well-connected international and local academic staff from Uganda, Cuba, Korea, Nigeria, Kenya, Pakistan, Philipines, Spain... | This wealth of diversity is enabling the university to provide high quality education that makes graduates come |
| 7. | The Institute of Biomedical Research based at Western campus is championing a number of innovative research and community outreach projects | This is giving the University both local and global visibility. |
| 8. | Academic programmes are duly accredited by the National Council for Higher Education and the relevant professional bodies | KIU professional programmes are recognized by the respective authorities as credible. |
| 9. | KIU has its own teaching hospital at the Western Campus | This makes it possible for the university to train and pass out many medical professionals in year. |

WEAKNESSES

| WEAKNESS | | EFFECT |
|----------|---|---|
| 1. | A weak public relations function | <p>In the public eye, KIU is not seen in its true image. KIU's many positive contributions to Uganda and East Africa's development not recognized by the masses as well as regional and national leaders.</p> <p>Bursaries awarded by KIU covering all Uganda's districts for 10 years are instead attributed to district politicians. Sometimes they are abused by corrupt district leaders.</p> |
| 2. | Reliance on direct advertising as the core marketing strategy | In a such a very competitive environment, this approach tends to be very costly and yet not the most effective tool for marketing a university. |
| 3. | Inadequate team work by staff | The vast resourcefulness of KIU staff remains untapped. |
| 4. | Limited sources of funding. | Many innovative initiatives remain unfunded due to limited funds. |
| 5. | Inadequate staffing in some disciplines | Some staff get overloaded |
| | Limited resources to facilitate staff development outside the University itself | Existing staff development arrangement does not give staff enough exposure beyond KIU |
| 6. | Limited funds for capital development | This tends to slow down the pace of putting in place modern facilities as desired by the University |
| 7. | Inadequate residential accommodation for the growing student population | This tends to limit the number of especially foreign students the University can enroll. |
| 8. | Inertia for teaching staff to adopt learner-centered teaching and learning strategies | There is still over-reliance on the traditional teacher-centered methods. For example, staff and students are yet to harness the abundant e-resources available. |

OPPORTUNITIES

| | OPPORTUNITIES | BENEFITS |
|-----|---|--|
| 1. | The growing number of students within and outside Uganda seeking admission into KIU | This makes it easier to expand student enrollment to 60,000 by academic year 2020/2021 as planned. |
| 2. | Being one of the few chartered universities in Uganda and being a member of eminent bodies like Association of Commonwealth Universities, and the Association of African Universities. | This gives KIU credibility and latitude to collaborate with universities and other institutions around the world |
| 3. | The commitment and good will of the regulatory and professional bodies in the East African region towards KIU and its graduates | KIU enjoys a good working relationship with the regulatory bodies in all the catchment countries. This increases KIU's marketability |
| 4. | Existence of the Government of Uganda students' loan scheme and the fact that KIU offers most of the academic programmes eligible for sponsorship under the scheme. | Of all participating universities, KIU gets the biggest number of applicants and takes the biggest share of students sponsored under the loan scheme. |
| 5. | The general policy of a liberalized higher education environment | This is enabling KIU to venture into any possible aspects of higher education without limits. |
| 6. | Increased demand for professional education and training particularly in the fields of health sciences and other sciences in the East African region and in Africa generally. | Applications for admission to KIU from prospective students all over Africa are projected to increase over the coming years. |
| 7. | Growing awareness about and demand for open, distance learning and e-learning on the African continent. | This increases the chances of KIU achieving its projected enrollment of 20,000 digital and distance learning students by 2021. |
| 8. | Availability of technological tools that make teaching and learning as well as academic management much efficient and effective. | KIU will take advantage of such technologies as a core strategy for realizing its 2015-2021 strategic plan. |
| 9. | Availability of donor/philanthropic and other forms of support for higher education in Africa. | KIU will position herself to tap some of such support which is in line with her mission, ideals and modus operandi |
| 10. | Availability of Government and Private health care facilities in communities around the medical school at Western Campus and their readiness to collaborate with KIU in provision of medical education. | KIU is able to use these health units as training facilities while at the same time contributing to health services provision in the communities. It helps to give the university visibility in the communities. |

THREATS

| | THREAT | EFFECT |
|----|--|---|
| 1. | A damaged reputation due to the PhD saga and prejudiced negative publicity against KIU | Despite contrary evidence from the performance of KIU alumni in the field, KIU's popular image, especially in Uganda, generally remains a negative one. |
| 2. | Risk of losing prominent faculty and staff due to better opportunities elsewhere | Staff turnover negatively affecting consistence in academic delivery and research supervision. |
| 3. | Neighboring smaller universities poaching on KIU students with enticement of lower fees. | Student attrition hampering proper financial and academic planning. |
| 4. | Confusion of KIU brand with that of Kampala University (KU) especially in Kenya due to similarity of colours and name. | The shortcomings of KU are erroneously associated with KIU by the public, thus reinforcing a negative KIU brand image. |
| 5. | Persistent devaluation of the Uganda Shilling against the Dollar. | This has made it too expensive for KIU to pay foreign staff in US Dollars. |
| 6. | Scarcity of highly qualified academic personnel in various disciplines locally. Especially, the science based disciplines. | KIU continues to spend a lot of money on expatriates. Sometimes the search process alone is too costly. . |

OVERALL DEVELOPMENT STRATEGY OF THE UNIVERSITY

The five-year strategic focus [KIU Vision 2021] is to take KIU to the leading edge in higher education. This will entail transforming the University's organizational culture and investing in developing a critical mass of quality staff, improving the attendant infrastructure and support systems.

The outcome of that transformation is five-fold: (a) to have KIU as "the University of Choice" for thousands of students from all over Africa and beyond, ultimately providing higher education to over 200,000 students through taking advantage of ICTs and global networks; (b) to be reputed for relevant research, high quality teaching and learning; (c) innovatively productive engagement with community and industry; (d) as a major branding strategy, KIU graduates to being highly skilled, entrepreneurial and coveted in the international labour market; (e) a well-motivated, high-caliber workforce performing at peak levels.

THE UNIVERSITY'S STRATEGIC VISION 2015/2016 – 2020/2021

Over the next five years, Kampala International University will focus on transforming itself into a world-class entrepreneurial university characterized by continuous innovation and the pursuit of excellence. Therefore, this strategic plan is intended to function as the guiding tool for that transformational process.

The plan is focused on consolidating the quality of existing academic programmes; introducing innovative academic programmes that address emerging market opportunities; leveraging ICTs as a tool for educational delivery and management; expanding student enrolment from all over Africa; pursuing development-oriented research and deeper stakeholder engagement; and adopting co-curricular activities that enhance students' personal growth, employability and entrepreneurial acumen.

The University will invest substantial resources in forging local and international partnerships as well as putting in place the infrastructure required to actualize this vision.

PROJECTIONS FOR STUDENT ENROLLMENT

Considering the combination of strategies in pipeline, student enrollment at both Main Campus and Western Campus is projected to reach 60,000 by the academic year 2020/2021. This growth will be facilitated by the planned expansion of the University's physical and human resource capabilities, coupled with the consolidation of the School of Digital and Distance Learning. It is envisaged that about 20,000 students (about 33.3%)

of the projected student population will be enrolled in the various e-learning programmes. About 23,000 (about 38.3%) will be traditional students enrolled at Main Campus, while 17,000 (about 28.3%) traditional students will be enrolled at Western Campus.

THE STRATEGIC GOALS

In pursuit of the above strategic vision, the University has set three strategic goals as articulated below.

- 1. Become a market leader in producing graduates who are highly competitive in Africa and the global labor market.*
- 2. Be a renowned provider of innovative academic programmes that are responsive to the existing and emerging human resource needs of East Africa and other African countries at affordable price.*
- 3. Become reputed as a research –driven, pro-community university that embodies innovation and excellence.*

THE STRATEGIC OBJECTIVES

To achieve the three Strategic Goals of the plan, the University will pursue four Strategic Objectives [SO] over the planned period [2015/2016 – 2020/2021]. These include the following:

- SO 1.** Align the University's quality of teaching and learning with world-class best practices in all academic programmes.
- SO 2.** Develop appropriate infrastructure to facilitate a great living and learning experience at both Main Campus and Western Campus
- SO 3.** Provide innovative academic programmes that are responsive to the existing and emerging human resource needs of East Africa and other African countries at affordable price.
- SO 4.** Provide a conducive environment for research, collaboration and community engagement.

STRATEGIES FOR EACH STRATEGIC OBJECTIVE

Strategic Objective 1.

Align the University's quality of teaching and learning with world-class best practices in all academic programmes.

Strategy 1.1

Fill established teaching staff positions and increase establishment in line with the expansion in student enrollment.

Strategy 1.2

Adopt a student-centered and interdisciplinary approach to teaching and learning.

Strategy 1.3

Strengthen quality assurance and performance management systems in teaching and learning.

Strategy 1.4

Strengthen the teaching of University Common Courses (UCC) aimed at boosting students' learning capabilities and giving them a competitive edge.

Strategy 1.5

Strengthen ICT capacity and develop an ICT-centric culture in the University.

Strategy 1.6

Promote an international mix of students and staff to provide a multi-cultural learning environment for the nurturing of graduates who blend global citizenship with local relevance.

Strategy 1.7

Improve conditions of service for academic staff so as to attract and retain high caliber and talented staff

Strategic Objective 2.

Develop appropriate infrastructure to facilitate a great living and learning experience at KIU.

Strategy 2.1

Provide adequate classroom space for all courses taught at the University

Strategy 2.2

Provide appropriate laboratories as required by the various disciplines

Strategy 2.3

Provide adequate and appropriate accommodation for staff and students.

Strategy 2.4

Provide adequate and appropriate facilities for refreshment and recreation.

Strategy 2.5

Ensure full time access to the internet by students and staff

Strategic Objective 3.

Provide innovative academic programmes that are responsive to the existing and emerging human resource needs of East Africa and other African countries at affordable price.

This strategic objective is deemed critical in aligning KIU with the development priorities of the catchment countries.

Strategy 3.1

Put in place the prerequisites for offering high quality programmes in health sciences, general sciences, ICT and Management at both undergraduate and post-graduate levels.

Strategy 3.2

Develop curricula for proposed [new] academic programmes and have them duly accredited by the National Council for Higher Education.

Strategy 3.3

Strengthen the capacity of the College of Higher Degrees and Research at both campuses to offer highly competitive post graduate programmes.

Strategy 3.4

Conduct regular market surveys and needs assessment to keep up-to-date with the emerging human resource needs of catchment countries and periodically review curricula accordingly.

Strategic Objective 4.

Provide a conducive environment for research, collaboration and community engagement

Strategy 4.1

Increase the research capacity of students and staff

Strategy 4.2

Develop and operationalize a university-wide research agenda

Strategy 4.3

Develop and operationalize university research and Intellectual property policies

Strategy 4.4

Increase laboratory capacity and infrastructure to support research

Strategy 4.5

Mainstream gender and ICT in research related activities

Strategy 4.6

Promote exploitation and commercialization of innovations and intellectual assets

Strategy 4.7

Create and promote technology and business incubation centers

Strategy 4.8

Promote and nurture networks and collaborations nationally, regionally and internationally

Strategy 4.9

Engage external stakeholders in university activities including curricula development and supervision of students.

Strategy 4.10

Develop and nurture alumni relations.

STRATEGIES FOR EACH STRATEGIC OBJECTIVE

MANAGEMENT OBJECTIVES

Management Objective 1.

Put in place a comprehensive policy regime to guide good governance and management of the University.

Strategy 1.1

Develop all the necessary policy documents and have them approved by the University Council.

Strategy 1.2

Fill and operationalize all the organs, committees and offices of the University.

Management Objective 2.

Upgrade the Western Campus into an autonomous Constituent College.

Strategy 2.1

Put in place the necessary managerial infrastructure required of a constituent college

Strategy 2.2

Put in place and enforce a comprehensive policy regime required of a constituent college.

Strategy 2.3

Apply formally to National Council for Higher Education seeking approval to upgrade Western Campus into a constituent college status

Management Objective 3

Develop a culture of Strategic Management in the University

Strategy 3.1

Build capacity for strategic management among the University's Board of Trustees, University Council and Senior Management Team (SMT)

Strategy 3.2

Conduct annual reviews of the University's strategic plan and progress in its implementation.

Management Objective 4

Consolidate the quality assurance system to effectively cover all academic and non-academic aspects of the University

Strategy 4.1

Review the quality assurance system in light of a comprehensive framework for quality assurance

Strategy 4.2

Upgrade the existing quality assurance portfolio (tools, processes and guidelines) to correspond with the new comprehensive QA framework

Strategy 4.3

Develop a new management structure for the QA unit to correspond with the comprehensive QA framework and fill all positions therein implied.

Strategy 4.4

Build capacity of the QA unit to effectively play all the QA roles in the University.

Strategy 4.5

Annually review the operations and performance of the QA unit to identify innovations for continuous improvement.

Management Objective 5

Provide student services and general customer care that yields customer gratification and loyalty to the University.

Strategy 5.1

Make the admission processes clear, user-friendly and delivered with a deliberate personal touch.

Strategy 5.2

All receptionists to be trained in product/process knowledge, effective communication skills and customer care with a personal touch.

Strategy 5.3

Treat students and staff with utmost respect at departments and expedite all academic processes with precise and timely feedback

Strategy 5.4

Ensure timely and effective handling of students' complaints

Strategy 5.5

Provide a rich menu of co-curricular activities that give the University students/graduates a competitive advantage in the labour market.

Strategy 5.6

Support the students' body in practicing good governance, including successfully conduct regular election of constructive and competent student leaders

Strategy 5.7

Offer support services to students in the form of career guidance, mentoring, counseling and personal development programmes.

Management Objective 6

Build an effective, transparent and generally accepted performance management system in the University.

Strategy 6.1

Build capacity of the HR department to spearhead an effective performance management system in the university.

Strategy 6.2

Carry out a job analysis and competence profiling exercise and provide supportive environment for peak performance at all levels.

Strategy 6.3

Put in place a framework to support creativity and innovation in the University.

Strategy 6.4

Conduct a 360 degrees appraisal for each staff annually based on Key Performance Indicators (KPIs) as the basis for reward/recognition/ promotion

Strategy 6.5

Carry out annual Departmental/Faculty performance review workshops with students' input.

Management Objective 7

Build a vibrant Marketing and Public Relations Directorate

Strategy 7.1

Develop a management structure for the Directorate which effectively addresses the marketing and public relations functions of a world class university

Strategy 7.2

Recruit qualified and competent staff to fill all the positions in the Directorate.

Strategy 7.3

Develop a comprehensive marketing strategy for the University and implement it.

Strategy 7.4

Develop a comprehensive public relations strategy for the University and implement it.

Management Objective 8.

Strengthen the University's Management Information Systems

Strategy 8.1

Develop a strategic vision and functional master plan for the University's Management Information Systems.

Strategy 8.2

Install computers in all offices and ensure that all administrative and academic staff have access to functional computers connected to fast internet and duly networked.

Strategy 8.3

Install appropriate software for the information processing requirements of the different units in the University.

Strategy 8.4

Fill all the positions in the Directorate of ICT with qualified and competent staff.

Strategy 8.5

Train all staff and students on how to use information management packages relevant to their respective functions in the University.

Management Objective 9.

Make the alumni active partners in planning, management and strategic positioning of the University in the region.

Strategy 9.1

Organize an annual home-coming event for the alumni and well-wishers of the University

Strategy 9.2

Facilitate the formation of a vibrant alumni association

Strategy 9.3

Regularly engage alumni in career guidance and professional orientation activities for current students.

Strategy 9.4

Involve alumni in the curriculum reviews and annual work-planning activities of the University.

Strategy 9.5

Involve alumni in designing and implementing of the University's marketing and public relations strategy.

Management Objective 6.

Strengthen the University's Financial Planning and Management function

Strategy 10.1

Install an appropriate ICT infrastructure for up-to-date financial management information system for user-convenience and efficiency

Strategy 10.2

Ensure effective fees collection

Strategy 10.3

Put in place effective internal controls

Strategy 10.4

Put in place mechanisms for diversifying the University's revenue base.

STRATEGIC OBJECTIVES

| | STRATEGIC OBJECTIVES | COST (USD) |
|-------|---|-------------------|
| SO 1. | Align the College’s quality of teaching and learning with world class best practices in all programmes | 15,875,000 |
| SO 2. | Develop appropriate infrastructure to facilitate a great living and learning experience at the College. | 33,500,000 |
| SO 3. | Provide innovative academic programmes that are responsive to the existing and emerging human resource needs of East Africa and other African countries at affordable price.. | 500,000 |
| SO 4. | Provide a conducive environment for research, collaboration and community engagement. | 5,000,000 |
| | SUB-TOTAL FOR STRATEGIC OBJECTIVES | 54,875,000 |

MANAGEMENT OBJECTIVES

| | MANAGEMENT OBJECTIVES | COST (USD) |
|--|---|---|
| MO 1. | Put in place a comprehensive policy regime to guide good governance and management of the University. | 160,000 |
| MO 2. | Upgrade the Western Campus into an autonomous Constituent College. | Covered elsewhere |
| MO 3. | Develop a culture of Strategic Management in the University | 136,000 |
| MO 4. | Consolidate the quality assurance system to effectively cover all academic and non-academic aspects of the University | 100,000 Also partly covered elsewhere |
| MO 5. | Provide student services and general customer care that yields customer gratification and loyalty to the University. | 100,000 Also partly covered elsewhere |
| MO 6. | Build an effective, transparent and generally accepted performance management system in the University | 200,000 |
| MO 7. | Build a vibrant Marketing and Public Relations Directorate | 100,000 Also partly covered elsewhere |
| MO 8. | Strengthen the University's Management Information Systems | 100,000 Also largely covered under SO1 |
| MO 9. | Make the alumni active partners in planning, management and strategic positioning of the University in the region. | 230,000 |
| MO 10. | Strengthen the University's Financial Planning and Management function | 50,000 Also largely covered elsewhere |
| SUB-TOTAL FOR MANAGEMENT OBJECTIVES | | 54,875,000 |

GRAND SUMMARY

| | | COST (USD) |
|---|-----------------------|-------------------|
| SOs. | STRATEGIC OBJECTIVES | 54,875,000 |
| MOs | MANAGEMENT OBJECTIVES | 1,176,000 |
| GRAND TOTAL FOR THE STRATEGIC PLAN | | 56,051,000 |



STRATEGIC PLAN

2015/2016 – 2020/2021