MAKERERE UNIVERSITY

UNLOCKING THE KNOWLEDGE HUB IN THE HEART OF AFRICA

STRATEGIC PLAN 2020 - 2030
The previous ten-year Strategic Plan (2007/8-2017/18, extended to 2019/20) sought to make Makerere a centre of excellence in teaching and learning, research and innovation in Africa.

This new Strategic Plan (2020/21-2030/31 seeks to consolidate Makerere’s position as the global knowledge hub at the heart of Africa.

The Strategic Plan is developed by the University Council with the participation of all key stakeholders, including members of staff, students, development partners and Government.
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<td>VISION STATEMENT, MISSION AND CORE VALUES 2020-2030</td>
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<td>A RECAP OF THE STRATEGIC PLAN 2007-2019</td>
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VISION STATEMENT, MISSION AND CORE VALUES 2020-2030
VISION 2030
Makerere University is a thought leader of knowledge generation for societal transformation and development.

MISSION OF MAKERERE UNIVERSITY
Makerere University is committed to providing transformative and innovative teaching, learning, research and services responsive to dynamic national and global needs.

CHAIRPERSON’S MESSAGE

The Strategic Plan 2020-2030 lays the foundation for the effective implementation of the vision and mission of the University. It articulates the priorities and objectives while taking into consideration the fast-changing environment globally, in the provision of higher education.

Over the next ten years, the University seeks to continue optimizing her potential as a knowledge hub and focusing its research and innovation to addressing the complex issues in the nation, region, and in Africa.

Makerere University Council is committed to ensuring an enabling policy environment for the implementation of this Strategic Plan.

Mrs. Lorna Magara, Chairperson of Council (2018-2022)
MAKERERE’S CORE VALUES

Accountability
Professionalism
Inclusivity
Integrity
Respect
We commit ourselves to the following core values:

**Accountability**

a) Upholding ethos that meet the expectations of the different stakeholders;

b) Providing accurate information to all our stakeholders in a transparent manner, including:

i. Information to prospective students about the programmes offered by the university, the duration of the programmes and the fees charged;

ii. Information to continuing students and staff about the learning environment and opportunities for improving it;

iii. Information to Government, parents and development partners on the mobilization and utilization of financial resources;

iv. Information to staff on the working environment and opportunities for improvement.

c) Reports on assessment of our learning outcomes, including employability of our graduates.

**Professionalism**

a) Adoption of work ethics that demonstrate competence and capacity to generate results to the expected institutional, national, international and discipline specific standards

b) A culture of customer care that promotes Makerere as a responsible public institution.

**Integrity**

a) Uphold ethical values that will ensure that we do the right thing in all circumstances

b) Maintaining the value of honesty, trust and responsibility in all our actions.

**Respect**

a) Staff and students will conduct themselves with due regard and consideration for the rights of others;

b) Ensure acknowledgement, attention and good judgement in dealings with all our stakeholders.

**Inclusivity**

Makerere will be an equal opportunity institution that embraces diversity in order to achieve maximum potential without discrimination.

This Strategic Plan is aimed at transforming the University into a "research-led" institution with a multi-faceted research agenda; enhanced engagement with industry and business sector.

In the context of changing global trends and increasing competition in higher education, we considered it a priority to further strengthen our academic development and research as well as student development. Part of this initiative includes leveraging our wealth of experience in liberal arts education and our research excellence to collaborate with eminent universities, offer more distinct degree programmes, provide research opportunities for outstanding students across the world, and elevate our reputation in the international arena.
OPTIMISING THE POTENTIAL OF MAKERERE UNIVERSITY AS THE KNOWLEDGE HUB

STRATEGIC PLANNING FRAMEWORK 2020 - 2030
The Makerere University Strategic Plan 2020-2030 has been formulated within an environment that is characterized by globalization, climate change, high unemployment and the emergence of new communicable and non-communicable diseases. The Strategic Plan is hinged in Uganda’s aspiration of attaining middle income status by the year 2040 (Vision 2040). The Strategic Plan is also cognizant of Africa’s development agenda enshrined in Agenda 2063. Makerere University hence aspires to contribute to the achievement of the above aspirations. In order to ensure Makerere’s effective contribution, the Strategic Plan is designed around four over-arching goals.

The four goals are:

- **A Research-led University** responding to national, regional and global development challenges
- **Innovation in Teaching and Learning** that respond to the changing environment
- **An Engaged University** with enhanced partnerships with industry, the community and international institutions
- **A Professionally governed, equitable, inclusive and gender mainstreamed institution**

President Yoweri Museveni inspecting innovations by students from the College of Agricultural and Environmental Sciences during the College’s Open Day
GOAL 1

A RESEARCH-LED UNIVERSITY

To transform Makerere into a research-led university, responding to national, regional and global development challenges, as well contributing to global knowledge generation.
To accomplish this goal, Makerere University will leverage existing capacities to integrate knowledge generated through research, into teaching, learning, community engagement and the world of work in order to maximize impact. It is envisaged that the University will shift from exclusively focusing on creating an enabling environment (financing, research & innovations infrastructure) to a position of defining, creating, nurturing and investing in the building blocks for a research-led University in Uganda. There will be a distinct shift to increased graduate enrolment and knowledge production. There will be efforts to engage government to fund graduate programmes through the Student Loan Scheme and other direct funding mechanisms. The University will leverage its premier position to create a critical mass of graduate enrolment to act as a base for knowledge generation and transfer. An environment that provides opportunities for students and staff to engage with the relevant stakeholders as part of their research will be created. Through the establishment of Research Chairs, emphasis will move towards large-scale, multi-disciplinary, multi institution research activities that will promote generation and utilisation of research results for sustainable national development.

A research and innovations ecosystem will be created to ensure that University research will collectively over the next 10 years have demonstrable economic, environmental, health and social impacts. The University will:

a) Create think tank(s) and gradually move towards increased engagement with industry, business and other research users.

b) Develop a framework for packaging and marketing research outputs for appropriate adoption and adaptation. The profile of indigenous research will be increased, knowledge technology transfer promoted and Intellectual Property commercialised. Knowledge and Technology Transfer Partnerships will act as the vehicle through which ideas generated from basic and applied research will make meaningful contribution to development.

c) Through new products and technologies, the University will positively influence policy and address emerging society needs. World class research metrics will be used to evaluate scholarly activities, creative work, intellectual property and other research products.

The objectives for this goal are:

i. To enhance knowledge generation, access and innovations for basic and applied research

ii. To enhance capacity for graduate training and research

iii. To Maximise translation of research into products and processes that impact communities establish an environment that supports and motivates staff and students to engage in interdisciplinary collaboration, and support or establish new interdisciplinary research institutes

iv. To provide support to researchers to attract funding from international sources

v. To Encourage establishment of think tanks to tap into the expertise of experienced researchers

vi. To encourage innovation, translational research and research uptake

vii. To encourage inquiry into African problems by leveraging African indigenous knowledge

Innovations like the Kayoola Electric bus above will be encouraged
In her quest to provide the desired human capital, the University is committed to creating the appropriate environment and support to students to meet their academic and professional aspirations. Teaching and learning will be all-inclusive integrating gender and special needs requirements.
Student centred Teaching and Learning

The University is to consolidate offering of learner-centred academic programmes which are responsive to student needs and expectations, with flexible study options, support and advice available to all students. To achieve this goal, the following will be done:

a) The curriculum will be learner centred; promote participation, experimentation and collaborative learning.

b) A problem/community-oriented and competence-based learning approach that prepares the learner to take on societal challenges will be adopted.

c) The role of the academic staff is envisaged to change from lecturing to designing of learning experiences and environments in which students learn and work together with the lecturer becoming more of a coach. This will promote the critical intellectual dispositions and build capacity for independent thinking and analysis of unchartered and complex issues. The output will be a versatile graduate that is open to lifelong learning.

d) The University will mainstream Open, Distance and e-Learning (ODEL) to enhance access and address the increasing demand for higher education. The adoption of ODEL and/or blended learning strategies will further act as the foundation for the development of 21st Century skills demanded by the marketplace.

Support Services for A Holistic Student Experience

Initiatives will be geared towards creating a conducive environment to enhance efficient and effective teaching, learning, research and outreach functions. Creating the appropriate support environment for students to meet their academic and professional aspirations will translate into positive attitudes as well as generate affinity and loyalty to the institution.

a) The University will provide student support services that ensure holistic development of the student with transferable skills to succeed in a global workplace.

b) The plan will enhance student advisory and support services, with the aim to provide a greater range of activities including career guidance, counselling and mentorship.

c) In addition, the University will engage students through the student employment scheme to augment the human resource in the various functional areas (Library, Academic Registrar, DICTS & Halls of residence).

d) Recreational facilities and on-campus halls of residence will be renovated and modernised.

e) Hostels accommodating Makerere University students will be required to observe minimum hygiene and other standards and this will be enforced through hostel affiliation. Hew hostels will be built to accommodate graduate and female undergraduate students as well as students with disability.

The objectives for this goal are:

i. To increase access opportunities to meet increasing demand for higher education

ii. To produce competent graduates with knowledge and skills that harness technology breakthroughs to meet dynamic labour market needs

iii. To provide a teaching and learning environment that ensures a productive experience to both the learners and staff

iv. To enhance the academic, professional and social development of students

v. To create a conducive environment for student academic and social life

vi. To instil commitment in students as local, national and global citizens
Students in a computer laboratory

Students in a bio-chemistry laboratory

Students of Performing Arts during a lesson

Demonstration of agricultural technology

Happy graduands celebrating their success at a graduation ceremony.
GOAL 3

A PROFESSIONALLY MANAGED, EQUITABLE, INCLUSIVE AND GENDER MAINSTREAMED INSTITUTION
Makerere University will be an equal opportunity and gender responsive institution with institutional cohesion, networking and transparency with clear Organisational Development processes. There will be prudent financial management, cost-effective and efficient student and staff support services.

**The objectives under this goal are:**

i. To strengthen institutional processes that promote Makerere University as a good brand

ii. To optimise information technology as a platform for effective delivery of services

iii. To ensure the compliance of the University to set standards (National and International)

iv. To create an affirming and inclusive teaching, learning and research environment for gender and sexual diversities

v. To identify and address institutional policies and practices that reproduce power relations based on any form of discrimination

vi. To adopt a zero-tolerance approach to any form of unfair discrimination, harassment, sexual violence, and behaviour that demeans others

vii. To review the composition of all institution-wide, college, school and departmental committees to ensure representation along gender lines and for other marginalised identities

viii. To review the mechanisms for enabling and empowering student participation in the governance of the university
GOAL 4

AN ENGAGED UNIVERSITY WITH ENHANCED PARTNERSHIPS WITH INDUSTRY, THE COMMUNITY AND INTERNATIONAL INSTITUTIONS
The fourth industrial revolution economy is driving partnerships and research investments. The education and research agenda will be driven by the potential of the university to harness and diffuse emerging technology breakthroughs in fields such as robotics and artificial intelligence, big data, quantum computing and the Internet of Things, as well as Nano and biotechnology. These do not only skew the job market towards high-tech industries, but they significantly disrupt existing industry value chains and herald new ways of serving existing needs. The fourth industrial revolution presents challenges and opportunities that will impact the job market, businesses, governments and how people interact. The antecedents of this blurring of lines across the disciplines that is driven by digitisation, impacts on institutional processes, plans as well as the need to produce a versatile and robust graduate that will effectively harness new local and global opportunities as they emerge. To achieve objectives under this goal, Makerere University will:

a) enhance partnerships with industry in order to leverage the experience of industry;

b) prioritise the needs of the community in which she is located;

Enhance community outreach programmes and revitalise University open days.;

c) Increase and strengthen her collaboration with universities and other research institutions regionally and globally.

The objectives under this goal are:

i. To enhance collaboration with Government agencies in order to increase participation of Makerere University researchers in policy development and formulation;

ii. To increase Makerere University involvement in Government programmes, particularly programmes that seek to address challenges of quality of education, youth un-employment, climate change and food security, peace, security and conflict resolution and emerging diseases;

iii. To encourage formation of joint think tanks by Government agencies and Makerere University researchers;

iv. To increase collaboration with industry in order to enrich the University's curricula with practical knowledge;

v. To increase competitiveness of industry locally and internationally through research on product quality and processes;

vi. To increase the Makerere University's visibility globally through joint training and collaborative research.
The Enabling Environment for the Strategic Planning framework 2020-2030

The success of Makerere University’s Strategic Planning Framework will not be possible without the requisite enabling environment. Council will put in place policies, procedures and infrastructure to create the enabling environment. The key components of the enabling environment will include:

a) The Policy Framework,
b) Human Resource,
c) Financial Sustainability and
d) Infrastructure Support.

Policy Framework

All the University's existing policies will be reviewed and new ones will be enacted to ensure a supportive policy environment for the operationalisation of the Strategic Plan. Policies will be aligned to the Strategic Plan to address Governance, Academic Processes, Research and innovation including Intellectual Property Rights (IPR), Infrastructure development and maintenance, Human resource Management and others.

Human Resource

Human resource is the foundation of the University's success. The role of human resource is continually evolving and we intend to have a more impactful long-term focus on talent, process, people and organisational development. In realizing its mission, the University is committed to integrated and innovative people-centered services that foster
attraction, retention and development of an engaged, rewarded, motivated, healthy and effective workforce supporting the strategic direction of the University.

The objectives under Human Resource Development will include:

i. To attract, recruit and retain quality Human Resource to support the mission of the University;

ii. To create an enabling environment for optimal performance of staff in service delivery;

iii. To increase the capacity of teaching staff to deliver using modern pedagogy, including use of Online, Distance and e-Learning (ODEL) technologies.

Financial Sustainability

In an increasingly competitive and globalised higher education environment, the University must put in place strategies to ensure efficient and effective management of resources while growing and diversifying her income streams. The University will also integrate its support structures to ensure that its excellent teaching and research are complemented by quality professional services. Adequate resources have to be mobilised by growing the income derived from our operations, philanthropy and the University land holdings. The University will look for more partners to share costs and opportunities for growth, while aligning resources to priorities.

We will ensure that the university operates within sound financial practices; explores and develops new revenue streams and sources of income, including donor funding, investments on the University’s lands, lobbying our alumni and contract research and consultancies. We will work towards reducing the University’s dependence on the Government funding by at least 30%. We will develop new business models for future financial sustainability.

Infrastructure Support

In line with the principles of access and equity, the University will develop the physical, library and Information Communication Technology infrastructure to create an environment commensurate with 21st century quality university education in a sustainable manner. Deliberate effort will be made to develop and sustain a dynamic work environment that fosters a culture of excellence and innovativeness for both staff and students. The university campus will be made an open wifi area to enable students and staff access the internet anywhere on campus.

Increased access for female students and increased enrolment of graduate students will be achieved through construction of student accommodation specifically for this category of students. All the University’s buildings will be modified to enable use by students with disability.
Monitoring, Evaluation and Reporting

An Implementation Plan has been developed and it identifies the key performance indicators (KPIs) and the main implementation strategies for each area of the Strategic Plan. In order to monitor our progress in implementing this Plan, our performance will be measured and reported upon in these key areas:

a) University-level key performance indicators and targets outlined in the implementation plan. These will be through the annual work plans and performance reports.

b) Tailored annual performance indicators at Colleges/Administrative units' level.

c) Three-year cycle performance reviews with focus on realignment to emerging issues both internally and externally.

d) External benchmarks of performance drawn from national and international data sets.

e) Benchmarking performance of areas of strategic investment in the area of higher education.

This Strategic Plan was approved on

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Signed: __________________

Mrs. Lorna Magara
Chairperson, Makerere University Council

WE BUILD FOR THE FUTURE!
### Appendix: A Recap of the Strategic Plan 2007-2019

#### Executive Summary

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<th>GOAL</th>
<th>OBJECTIVES</th>
<th>ACHIEVEMENTS</th>
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<td><strong>TEACHING AND LEARNING</strong></td>
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<tr>
<td>1</td>
<td>To enhance access to opportunities and meet the high education requirements at national and international levels</td>
<td>To provide flexible teaching and learning programmes that meet national and international standards by the end of 2013</td>
<td>All University programmes were reviewed to meet international standards</td>
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<td></td>
<td></td>
<td>To decentralise programme delivery to established satellite centres/branch campuses both onshore and offshore by the end of 2013</td>
<td>Two campuses were established at Jinja and Fort Portal, but the campus in Fort Portal was closed owing to lack of students</td>
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<td></td>
<td></td>
<td>To increase the proportion of graduate students to 20% of total enrolment by the end of 2015</td>
<td>This was not achieved owing to the need to increase the number of undergraduate students to fund the budget</td>
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<tr>
<td>2</td>
<td>To improve the relevance and quality of teaching and learning</td>
<td>To review and update all academic programmes to ensure relevance and the elimination of duplication by the end of 2010</td>
<td>All programmes were reviewed and harmonised twice during the Strategic Plan period</td>
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<td>To continually improve the quality of instructional materials required for the delivery of all academic programmes</td>
<td>Use of different types of technology was introduced in at least 6 Colleges</td>
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<td>To provide an environment that is conducive to learner-centred pedagogy and andrology in at least five academic units by 2018</td>
<td>Staff in 8 Colleges were trained in learner-centred pedagogy</td>
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<td>GOAL NO.</td>
<td>GOAL</td>
<td>OBJECTIVES</td>
<td>ACHIEVEMENTS</td>
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<tr>
<td>1</td>
<td>To consolidate and enhance the research profile of Makerere University</td>
<td>To provide a robust supportive environment for a research-driven University by the end of 2016</td>
<td>A central internet backbone was installed on the main campus and at branch campuses. The library was expanded and the number of volumes increased from 150,000 to 200,000. Laboratories in five colleges were renovated and upgraded</td>
</tr>
<tr>
<td>1</td>
<td>To create an enabling environment for public and private sector interface in the promotion of education in a competitive setting</td>
<td>To increase public and private sector participation in University activities by the end of 2010</td>
<td>Seven out of 10 Colleges have active interface with the public and the private sector</td>
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<td></td>
<td></td>
<td>To promote increased joint research, technology innovation and transfer initiatives to address stakeholder needs by the end of 2011</td>
<td>Joint research and innovation took root in most Colleges. A joint research culture was instituted</td>
</tr>
<tr>
<td>1</td>
<td>To ensure Makerere University’s competitiveness in the recruitment and retention of high-quality human resource</td>
<td>To secure and sustain competitive terms of service by the end of 2012</td>
<td>Salaries were more than doubled by the target period</td>
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<td>To develop high-level human resource performance standards by the end of 2010</td>
<td>Appraisal tools were developed and used</td>
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<td></td>
<td>To develop and maintain a high-level support system by the end of 2011</td>
<td>Staff development programmes, including sabbaticals, were instituted</td>
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<td>To reduce academic staff-student ratio on the non-distance education delivery mode from the current 1:25 to 1:15 by the end of 2016</td>
<td>The academic staff-student ratio was decreased to 1:18, which is within acceptable levels internationally</td>
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<tr>
<td>GOAL NO.</td>
<td>GOAL</td>
<td>OBJECTIVES</td>
<td>ACHIEVEMENTS</td>
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<tr>
<td></td>
<td><strong>ORGANISATION AND MANAGEMENT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>To ensure that an efficient and effective</td>
<td>To ensure that the organisational and management structures match the</td>
<td>The collegiate system was adopted in 2010</td>
</tr>
<tr>
<td></td>
<td>organisational and management environment is in place</td>
<td>demands of the University by the end of 2012</td>
<td></td>
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<td></td>
<td></td>
<td>To improve the corporate image of the University (re-branding) by the end</td>
<td>Re-branding of the University is a continuous process</td>
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<td></td>
<td></td>
<td>of 2012</td>
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<td></td>
<td></td>
<td>To advocate for the enactment and effective implementation of gender</td>
<td>The Gender Mainstreaming Policy and the Gender Mainstreaming Department</td>
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<td></td>
<td></td>
<td>responsive policies and programmes in Makerere University by the end of</td>
<td>were instituted</td>
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<td></td>
<td></td>
<td>2012</td>
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<td></td>
<td></td>
<td>To improve the effectiveness of the University planning system by the</td>
<td>The Directorate of Planning and Development was strengthened, but later</td>
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<td></td>
<td>end of 2009</td>
<td>downgraded to a department</td>
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<td></td>
<td></td>
<td>To provide a framework for evidence-based decision-making by the end of</td>
<td>This is yet to be implemented</td>
</tr>
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<td></td>
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<td>2009</td>
<td></td>
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<tr>
<td></td>
<td><strong>PHYSICAL INFRASTRUCTURE AND PLANNING</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>To improve Makerere University’s infrastructure and physical environment to support her functions and services</td>
<td>To increase lecture space by 20,000 square metres by the end of 2018</td>
<td>Lecture space was increased by 40,000 square metres</td>
</tr>
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<td></td>
<td></td>
<td>To preserve and ensure cultural and historical monuments and artefacts (their integrity, landscape values, culture and history) by the end of 2011</td>
<td>Some work was done on this objective, but more needs to be done</td>
</tr>
<tr>
<td></td>
<td></td>
<td>To enhance the reorganisation and efficient running and management of</td>
<td>The policy on laboratory use and maintenance as not been enacted</td>
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<td></td>
<td></td>
<td>laboratory facilities in Makerere University by the end of 2011</td>
<td></td>
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<td></td>
<td></td>
<td>To improve efficiency and effectiveness in the management of physical</td>
<td>An assets register was made. Maintenance plans were developed, but lack of</td>
</tr>
<tr>
<td></td>
<td></td>
<td>resources such as classrooms, laboratories, equipment, estate etc. by the end of 2012</td>
<td>funds hindered implementation</td>
</tr>
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The following charts summarise the achievements of the Strategic Plan 2007-2019

Makerere Enrolment Growth

Financing of the University
### Gender Catch up at Graduation 2008 - 2018

![Graph showing gender catch up at graduation from 2008 to 2018 with data points for each year.]  

### International Students (Over 34 Nationalities)

<table>
<thead>
<tr>
<th>Country</th>
<th>Total</th>
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<tbody>
<tr>
<td>Botswana</td>
<td>1</td>
</tr>
<tr>
<td>Burundi</td>
<td>6</td>
</tr>
<tr>
<td>Cameroon</td>
<td>4</td>
</tr>
<tr>
<td>Chad</td>
<td>1</td>
</tr>
<tr>
<td>Congo</td>
<td>13</td>
</tr>
<tr>
<td>Germany</td>
<td>5</td>
</tr>
<tr>
<td>India</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>168</td>
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</tbody>
</table>

### Country Total

- Botswana: 1
- Burundi: 6
- Cameroon: 4
- Chad: 1
- Congo: 13
- Germany: 5
- India: 6
- International: 168

### Number of publications

- Makerere University
- Mbarara Univ of Sci & Techn.
- Kyambogo University
- Univ of Nairobi
- University of Dar Es Salaam

![Graph showing number of publications from 2008 to 2017 with data points for each year.]