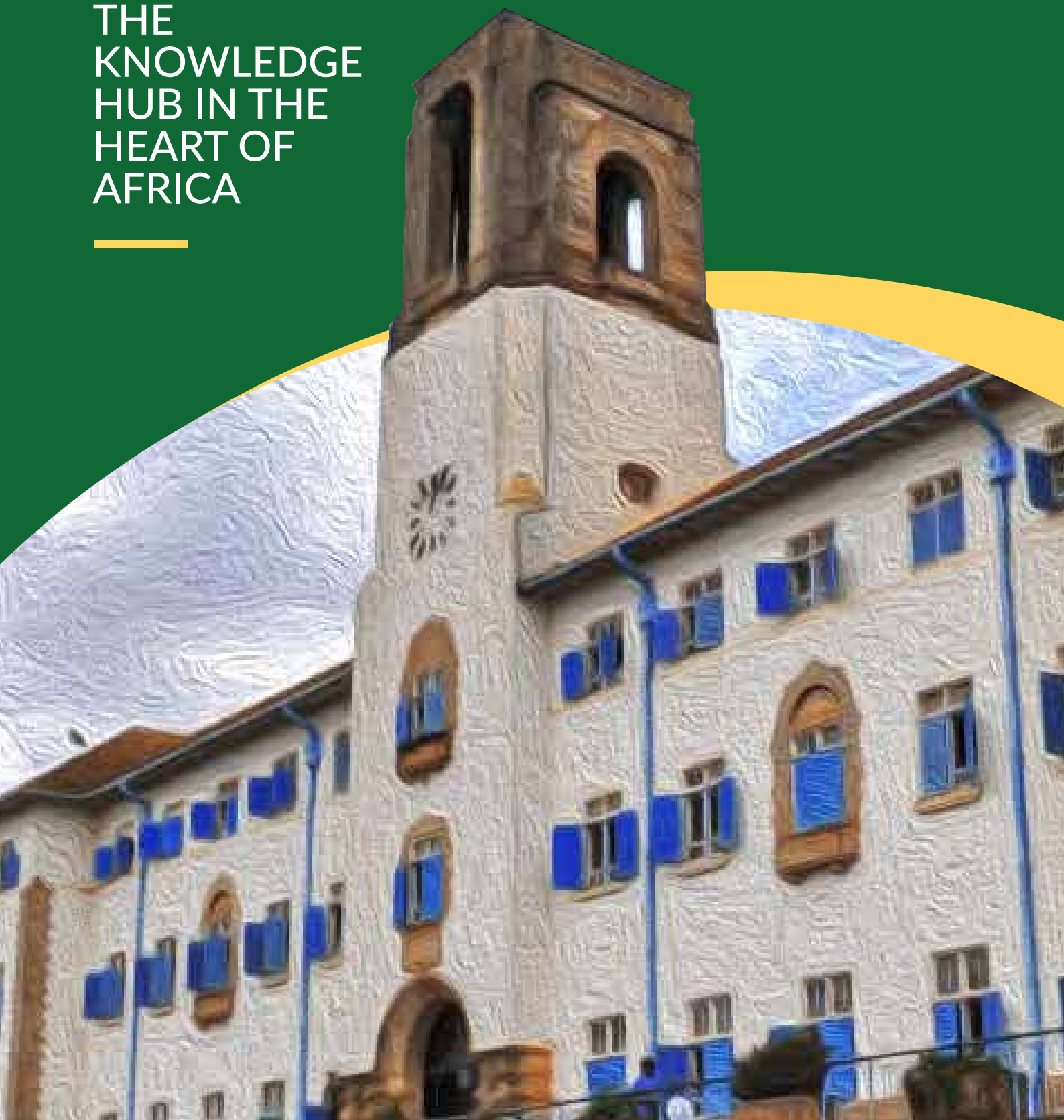


MAKERERE UNIVERSITY



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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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



Mrs. Lorna Magara, Chairperson of Council (2018-2022)

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.

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

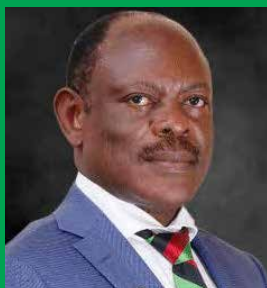
- a) Uphold ethical values that will ensure that we do the right thing in all circumstances
- b) Maintaining the value of honesty, trust and responsibility in all our actions.

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.



Professor Barnabas
Nawangwe Vice Chancellor

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

GOAL 2

INNOVATIONS IN TEACHING AND LEARNING

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

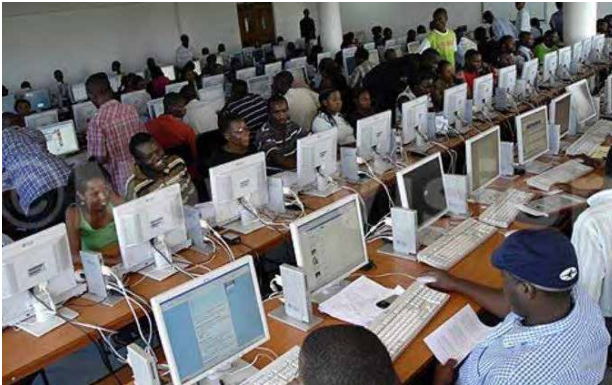
Initiatives will be geared towards creating a conducive environment to enhance efficient and effective teaching, learning, research and outreach functions. Creating the appropriate support environment for students to meet their academic and professional aspirations will translate into positive attitudes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



President Yoweri Museveni and the Minister of Education and Sports, Mrs Janet Museveni being received by Hon. Chrisostom Musingo, Minister of State for Higher Education, Professor Ezra Suruma, Chancellor of the University, Mrs. Lorna Magara, Chairperson of Council, Hon. Fred Kidega, Vice Chairperson of Council and Prof. Barnabas Nawangwe, Vice Chancellor at the 69th graduation ceremony of Makerere 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.



Students from the Norwegian University College of dance performing together with Makerere University students in the Main Hall of Makerere University

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.



L-R: Principal CoCIS-Prof. Tonny Oyana (front); Huawei Uganda MD-Mr. Liu Jiawei (behind Prof. Oyana); Minister for ICT and National Guidance-Hon. Frank Tumwebaze (Centre) ; Deputy Chief of Mission of the Chinese Embassy in Uganda- Mr. Chen Huixin; Permanent Secretary, Ministry of Education and sports-Mr. Alex Kakooza and the Vice Chancellor, Prof. Barnabas Nawangwe at the launch of Huawei ICT Academy on 14th May 2019 at Makerere University.

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.



Artistic impressions of the proposed Student Resource



student hostels



Teaching Hospital

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

Signed: _____

Mrs. Lorna Magara
Chairperson, Makerere University Council



WE BUILD FOR THE FUTURE!

Appendix: A Recap of the Strategic Plan 2007-2019

Executive Summary

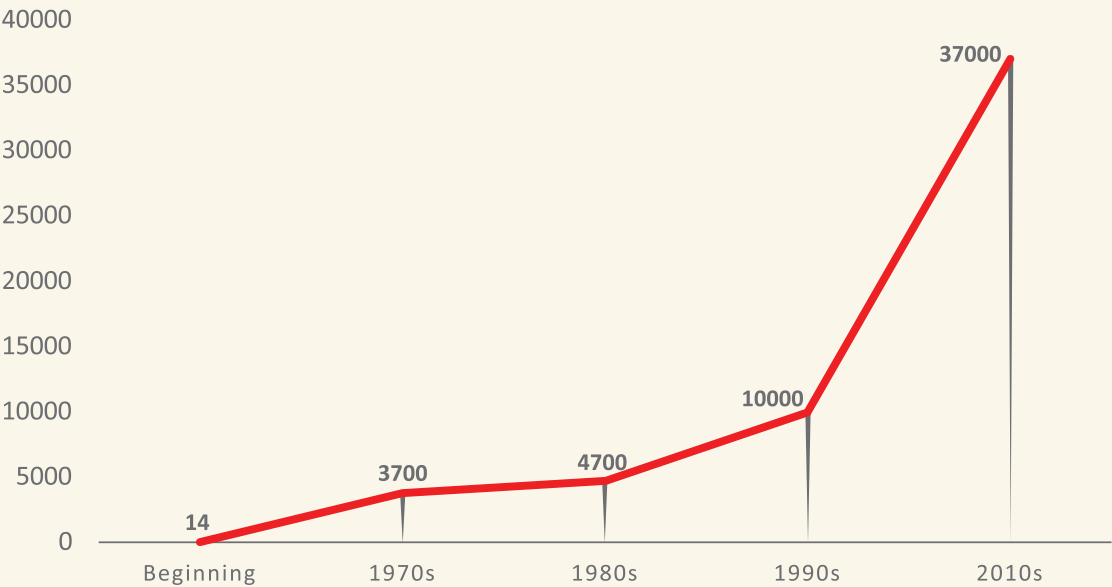
GOAL NO.	GOAL	OBJECTIVES	ACHIEVEMENTS
TEACHING AND LEARNING			
1	To enhance access to opportunities and meet the high education requirements at national and international levels	To provide flexible teaching and learning programmes that meet national and international standards by the end of 2013	All University programmes were reviewed to meet international standards
		To decentralise programme delivery to established satellite centres/branch campuses both onshore and offshore by the end of 2013	Two campuses were established at Jinja and Fort Portal, but the campus in Fort Portal was closed owing to lack of students
		To increase the proportion of graduate students to 20% of total enrolment by the end of 2015	This was not achieved owing to the need to increase the number of undergraduate students to fund the budget
2	To improve the relevance and quality of teaching and learning	To review and update all academic programmes to ensure relevance and the elimination of duplication by the end of 2010	All programmes were reviewed and harmonised twice during the Strategic Plan period
		To continually improve the quality of instructional materials required for the delivery of all academic programmes	Use of different types of technology was introduced in at least 6 Colleges
		To provide an environment that is conducive to learner-centred pedagogy and androgogy in at least five academic units by 2018	Staff in 8 Colleges were trained in learner-centred pedagogy

GOAL NO.	GOAL	OBJECTIVES	ACHIEVEMENTS
RESEARCH AND INNOVATIONS			
1	To consolidate and enhance the research profile of Makerere University	To provide a robust supportive environment for a research-driven University by the end of 2016	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
PARTNERSHIPS AND NETWORKING			
1	To create an enabling environment for public and private sector interface in the promotion of education in a competitive setting	To increase public and private sector participation in University activities by the end of 2010	Seven out of 10 Colleges have active interface with the public and the private sector
		To promote increased joint research, technology innovation and transfer initiatives to address stakeholder needs by the end of 2011	Joint research and innovation took root in most Colleges. A joint research culture was instituted
HUMAN RESOURCE			
1	To ensure Makerere University's competitiveness in the recruitment and retention of high-quality human resource	To secure and sustain competitive terms of service by the end of 2012	Salaries were more than doubled by the target period
		To develop high-level human resource performance standards by the end of 2010	Appraisal tools were developed and used
		To develop and maintain a high-level support system by the end of 2011	Staff development programmes, including sabbaticals, were instituted
		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	The academic staff-student ratio was decreased to 1:18, which is within acceptable levels internationally

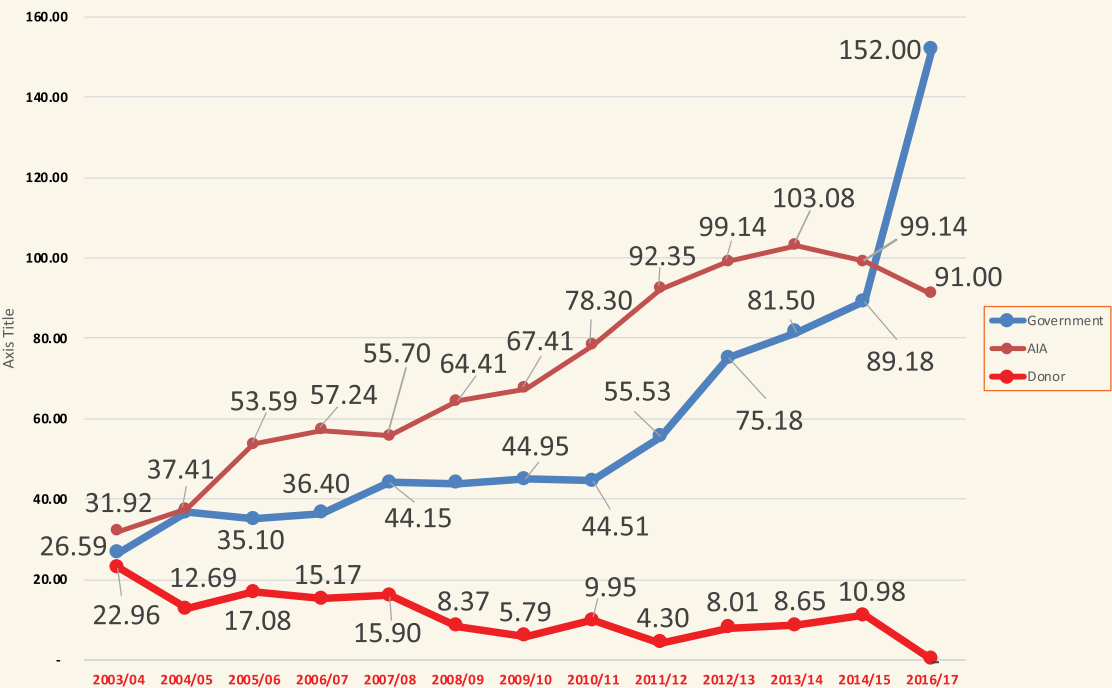
GOAL NO.	GOAL	OBJECTIVES	ACHIEVEMENTS
ORGANISATION AND MANAGEMENT			
1	To ensure that an efficient and effective organisational and management environment is in place	To ensure that the organisational and management structures match the demands of the University by the end of 2012	The collegiate system was adopted in 2010
		To improve the corporate image of the University (re-branding) by the end of 2012	Re-branding of the University is a continuous process
		To advocate for the enactment and effective implementation of gender-responsive policies and programmes in Makerere University by the end of 2012	The Gender Mainstreaming Policy and the Gender Mainstreaming Department were instituted
		To improve the effectiveness of the University planning system by the end of 2009	The Directorate of Planning and Development was strengthened, but later downgraded to a department
		To provide a framework for evidence-based decision-making by the end of 2009	This is yet to be implemented
PHYSICAL INFRASTRUCTURE AND PLANNING			
1	To improve Makerere University's infrastructure and physical environment to support her functions and services	To increase lecture space by 20,000 square metres by the end of 2018	Lecture space was increased by 40,000 square metres
		To preserve and ensure cultural and historical monuments and artefacts (their integrity, landscape values, culture and history) by the end of 2011	Some work was done on this objective, but more needs to be done
		To enhance the reorganisation and efficient running and management of laboratory facilities in Makerere University by the end of 2011	The policy on laboratory use and maintenance as not been enacted
		To improve efficiency and effectiveness in the management of physical resources such as classrooms, laboratories, equipment, estate etc. by the end of 2012	An assets register was made. Maintenance plans were developed, but lack of funds hindered implementation

The following charts summarise the achievements of the Strategic Plan 2007-2019

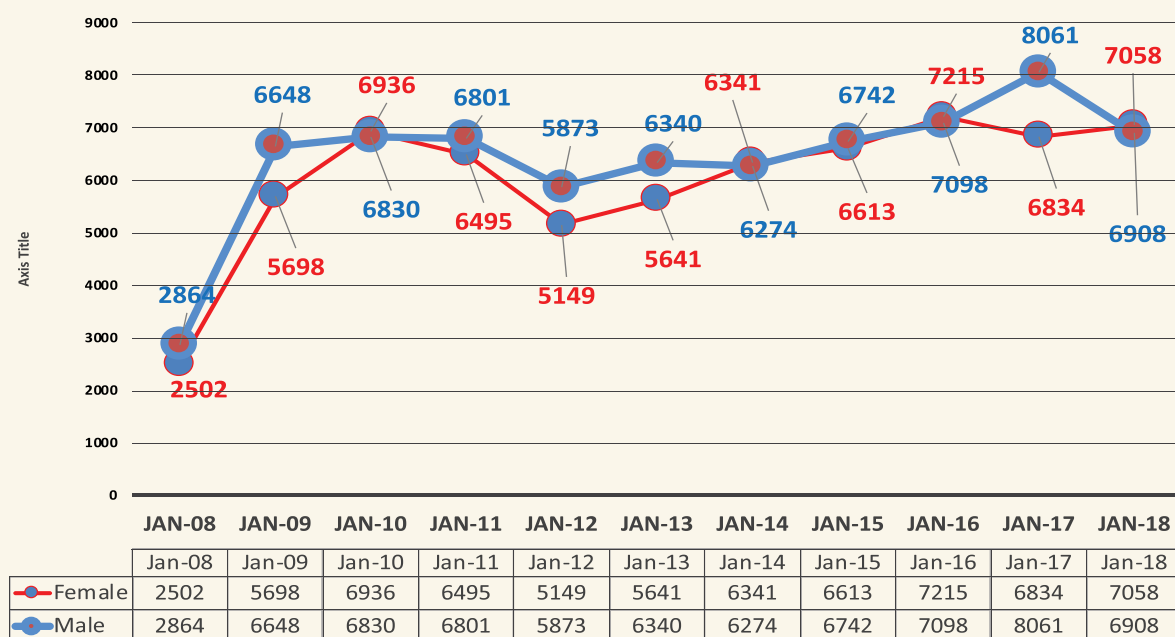
Makerere Enrolment Growth



Financing of the University



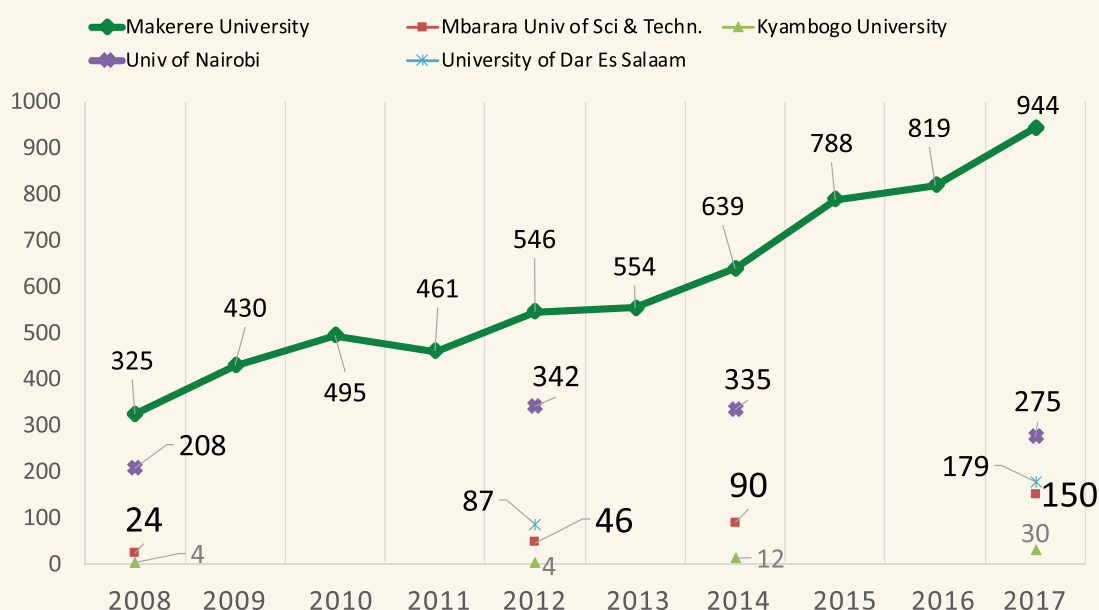
Gender Catch up at Graduation 2008 - 2018



International Students (Over 34 Nationalities)

Country	Total	Country	Total	Country	Total	Country	Total	Country	Total
Botswana	1	Iran	2	Uganda	33922	Eritrea	5	Pakistan	1
Burundi	6	Kenya	70	USA	1	France	2	Ghana	8
Cameroon	4	Liberia	1	Zimbabwe	1	Sudan	27	Zambia	1
Chad	1	Malawi	2	South Sudan	83	China	1	Romania	1
Congo	13	Norway	1	East Africa	339	Somalia	6		
German	5	Rwanda	28	Tanzania	74	Comoro	1		
India	6	Somali	28	Egypt	1	Nigeria	12		
International	168	Sweden	1	Benin	1	Ethiopia	2		

Number of publications



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