June 2025



Muteesa I ROYAL UNIVERSITY

STRATEGIC PLAN

2025-2030

"Empowering Learners, Nurturing Competence and Ethical Character"

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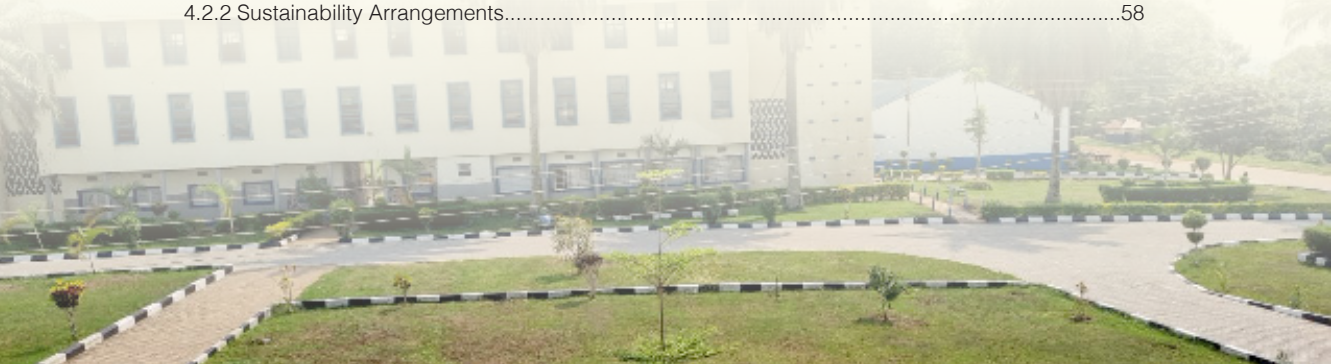
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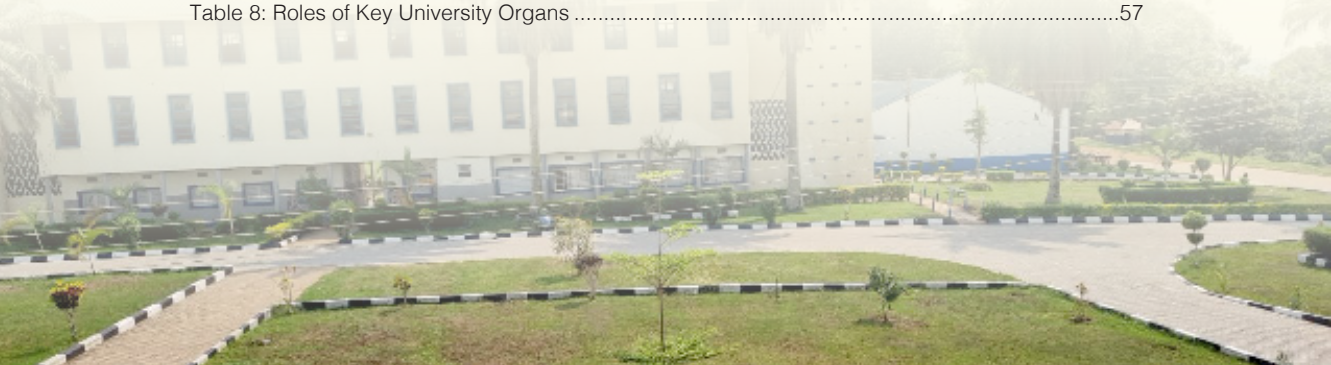
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List of Acronyms

AI	:	Artificial intelligence
AR	:	Academic Registrar
CSR	:	Corporate Social Responsibility
DVC	:	Deputy Vice Chancellor
EC	:	Executive Committee
ERP	:	Enterprise Resource Planning
HE	:	Higher Education
HRM	:	Human Resources Management
ICT	:	Information Communication Technology
MSME	:	Micro small and Medium Enterprises
MRU	:	Muteesa I Royal University
NDP-IV	:	National Development Plan IV
NCHE	:	National Council for Higher Education



EXECUTIVE SUMMARY

Muteesa I Royal University (MRU) is steadfast in its commitment to transforming higher education through academic excellence, cutting-edge research, innovation and meaningful community engagement. This five-year Strategic Plan (2025–2030) outlines MRU's bold vision to emerge as a premier institution in Uganda and the broader region; one that nurtures young people with the skills, knowledge and values necessary to thrive in an evolving world. Rooted in the national development agenda and aligned with global educational benchmarks, the Plan reinforces MRU's mission to deliver quality education while safeguarding Uganda's rich cultural heritage.

The Strategic Plan is anchored on six overarching goals:

a) Academic Excellence

b) Research, Innovation, and Entrepreneurship

c) Community Engagement and Strategic Partnerships

d) Leadership and Governance

e) Financial Sustainability

f) Institutional and Infrastructural Development

Additionally, the Plan presents comprehensive frameworks for financial management and projections, enterprise risk management, information and communication technology (ICT) enhancement, implementation modalities and robust monitoring and evaluation mechanisms.

The successful execution of this Strategic Plan is expected to yield three transformative outcomes:

a) A generation of highly employable graduates, equipped with industry-relevant skills, critical thinking capabilities and strong ethical values.

b) A vibrant research and innovation ecosystem producing high-quality outputs that contribute to national development and global knowledge advancement.

c) Strengthened community engagement that delivers meaningful societal impact and fosters inclusive development.

In essence, MRU's Strategic Plan serves as a definitive roadmap for sustainable institutional growth, academic distinction and societal transformation. Through innovation-driven education, purposeful research, and impactful partnerships, MRU is strategically positioned to rise as a beacon of excellence and leadership in higher education.





MESSAGE FROM MINISTER OF SOCIAL SERVICES & OFFICE OF NABAGEREKA - KINGDOM Of BUGANDA, MENGO

On behalf of the Kingdom of Buganda, I extend my heartfelt congratulations to Muteesa I Royal University on the development of her Strategic Plan for 2025/26-to 29/30. This plan is a testament to the university's unwavering commitment to academic excellence, innovation and skills and values development.

The Kingdom of Buganda recognises the pivotal role that Muteesa I Royal University plays in shaping the future of our youth and fostering socio-economic development. Education is the cornerstone of our vision for a prosperous and self-sustaining Buganda and Uganda. We are proud of the university's efforts to equip students with the knowledge, skills and values needed to contribute meaningfully to society.

The Strategic Plan 2025/26-to 29/30 outlines a bold vision for the institution, focusing on academic quality, infrastructure development, digital transformation, research and community engagement. Buganda Kingdom pledges support in ensuring the successful implementation of this Strategic Plan. We call upon all stakeholders; government agencies, development partners, alumni and the private sector; to collaborate in realising the university's vision.

As MRU embarks on this transformative journey, we reaffirm our commitment to working together to build a resilient and forward-thinking institution that upholds the legacy of Ssekabaka Muteesa I and Ssaabasajja Kabaka Ronald Mutebi II.

May the Almighty guide and bless this noble endeavour.

Ssaabasajja Kabaka Awangaale!

Owek. Choltilda Nakate Kikomeko

Minister of Education and Social Services

Kingdom of Buganda



MESSAGE FROM THE CHAIRPERSON OF THE UNIVERSITY COUNCIL

It is with great pride and profound gratitude that I present the MRU Strategic Plan for 2025/26-to 29/30. This plan is the culmination of thoughtful deliberation, robust collaboration and unwavering commitment to ensuring that MRU remains a beacon of excellence in higher education, research and community service.

The global and regional landscape of education is evolving at an unprecedented pace, presenting both opportunities and challenges for institutions like ours. Against this backdrop, the 2025/26-to 29/30 Strategic Plan provides a clear and ambitious roadmap to navigate these changes while staying true to our core mission: empowering learners, fostering innovation, and contributing meaningfully to societal development.

This strategic plan introduces transformative pillars - teaching and learning, research and innovation, and community engagement - that reflect our bold vision to address emerging global trends and regional priorities. Specifically, the plan underscores our commitment to:

a) Advancing teaching and learning through cutting-edge technology and innovative practices;

b) Strengthening research capacity to deliver impactful, solution-oriented outcomes;

c) Cultivating strategic partnerships to drive development and expand opportunites for students, staff and communities.

Rooted in MRU's core values of integrity, and excellence, this plan places our students and stakeholders at its heart. It is designed to empower the next generation of leaders, equipping them with the skills, knowledge, values and resilience needed to thrive in a rapidly changing world.

I extend my deepest appreciation to the entire MRU community; students, faculty, staff, management, Governing Council, Board of Directors, Buganda Kingdom, alumni and partners;

whose invaluable insights and dedication have shaped this vision. Your contributions are a testament to the collective strength that positions MRU as a catalyst for transformative change. As we embark on this ambitious journey, I warmly invite all stakeholders to unite in bringing this vision to life.

On behalf of the University Council, I pledge our full support and commitment to realising the aspirations of this Strategic Plan. As a newly chartered university building on a decade and a half of tradition and a solid foundation of success, we face the future with ambition and optimism. I call upon all the stakeholders to embrace and champion this Strategic Plan as a vital step toward achieving MRU's vision and mission.

Together, let us move forward with determination, purpose, and a shared belief in the transformative power of education.

Mary Goretti Nakabugo, PhD

Chairperson, MRU Governing Council





MESSAGE FROM THE VICE CHANCELLOR

It is with profound gratitude and pride that I extend my heartfelt thanks to all those who contributed to the development of the MRU Strategic Plan 2025/26-to 29/30. This document is a reflection of the collective vision, dedication and hard work of our university community and stakeholders. I wish to acknowledge the Buganda Kingdom Cabinet for their valuable input and the University Council, whose guidance and strategic oversight have been invaluable throughout this process. Your commitment to advancing the mission and vision of the university has laid a strong foundation for the aspirations outlined in this plan.

Special thanks go to the Strategic Planning teams for their exceptional effort in coordinating, researching and drafting this transformative roadmap. Your expertise and commitment have ensured that this plan is not only visionary but also actionable and aligned with the evolving needs of higher education, research and community engagement.

To our faculty and staff, I am deeply grateful for your insights and dedication. Your input has helped shape a Strategic Plan that prioritizes academic excellence, research, innovation and student success. Your unwavering commitment to your roles remains the cornerstone of our university's success.

To our students, your voice and aspirations have been at the centre of this process. Your enthusiasm for learning and your dreams for the future inspire everything we do. We are committed to creating an environment where you can thrive, innovate and lead.

To our partners; local and international institutions, government agencies and civil society organizations; I extend my sincere thanks for your continued collaboration and support. Your partnerships are critical to our ability to extend the reach of our programmes,

enhance our research impact and contribute to societal development.

Lastly, I would like to acknowledge the alumni and broader community whose contributions, feedback and engagement have provided invaluable perspectives. You are a testament to the transformative power of education. Your support strengthens the foundation of this institution.

As we embark on this new chapter, let us unite in our efforts to realize the bold aspirations outlined in this plan. Together, we will uphold the legacy of MRU and ensure its continued relevance and impact in shaping the future of education and society. I am therefore happy that we have this roadmap. Let us now devote ourselves to working together to realize our exciting vision of MRU's future.

Professor Vincent Kakembo

Vice-Chancellor



CHAPTER 1:

INTRODUCTION

1.1 Background

Muteesa I Royal University (MRU) is a dynamic, forward-looking institution of higher learning in Uganda. Established with a transformative vision for education, MRU is devoted to nurturing leaders, innovators and change-makers who contribute meaningfully to national and regional development. Named in honour of the visionary Kabaka Muteesa I, the University embodies a rich cultural legacy, deep commitment to academic excellence, and resolute focus on sustainable development.

Founded in 2004, MRU was established to respond to Uganda's growing demand for accessible and quality higher education. Over the years, the University has expanded its academic programmes and infrastructure, earning its place as a trusted institution in the region. Operating as a private university, MRU uniquely blends academic rigour with cultural identity and community engagement. As an institution rooted in the cultural and social fabric of the Buganda Kingdom, MRU actively engages in outreach and collaborative initiatives that enhance social transformation.

The University offers a broad spectrum of academic programmes at diploma, undergraduate and postgraduate levels, all designed to meet the evolving demands of national and global labour markets. MRU's core mandate is to lead in expanding access to higher education through "Holistic Education"; its flagship niche within Uganda, the East African region and Africa at large.

In this context, MRU seeks to enhance its image and reputation as a centre of academic excellence, research and innovation, while fully contributing to Uganda's national development agenda. This Strategic Plan has been crafted in alignment with the Constitution of the Republic of Uganda (1995, as amended), Uganda Vision 2040 and other national policy frameworks. It articulates the University's vision, mission, core values, strategic objectives, institutional priorities, governance structure and resource needs.

The preparation of this Strategic Plan was informed by a comprehensive situational analysis, including a SWOT (Strengths, Weaknesses, Opportunities, and Threats) assessment of MRU. It identifies the priority areas that must be addressed to unlock the University's full potential. The Plan is also informed by national, regional and global trends and policies that influence the future of higher education; ensuring that MRU remains relevant, competitive and impactful in a rapidly changing world.

1.1.1 University Planning Context

MRU operates within a dynamic policy and regulatory environment shaped by macro-level forces that directly influence its strategic trajectory. The Strategic Plan seeks to position the University to thrive within this context by pursuing the following overarching objectives:

a) To generate and promote knowledge through applied research and innovations in academic disciplines such as STEM (Science, Technology, Engineering, and Mathematics), Business, and the Arts, in alignment with national and regional priorities.
b) To support human capital development across the entire life cycle by cultivating highly ethical, skilled and competent professionals who are responsive to societal needs.
c) To enhance education and skills development, expanding access to quality higher education and promoting academic and professional growth through targeted human resource development.
d) To support both public and private sector actors in accelerating job creation, economic growth and sustainable development.

1.2 Muteesa I Royal University in the Global Perspective

MRU was established during a period marked by increasing globalisation, characterised by rapid air travel, mass communication, and more porous international borders. As global connectivity accelerates, it has become increasingly common for East African students to pursue higher education beyond their national borders.

To remain competitive and expand its reach, MRU is positioning herself to attract regional and international students. The University aspires to become a key player in the global higher education space by fostering regional collaboration, international research partnerships with a strong emphasis on sustainability, academic quality and ethical practice. MRU is committed to staying at the forefront of higher education by empowering students and staff to lead and innovate both locally and globally.

MRU values a multidisciplinary approach to education and shall continue promoting instruction across diverse fields. In line with Uganda's current strategic direction, the University is prioritising STEM education; particularly engineering and ICT; while also advancing programmes in business, the arts, and humanities. These fields are critical in building cross-cultural understanding, ethical decision-making and responsive public policy.

As a chartered institution, MRU will continue to develop market-driven programmes in key sectors such as agriculture, animal husbandry, construction, transport, environmental management, land use, and water resources. The University is also committed to launching flagship programmes that foster entrepreneurship and socio-economic development. MRU aims to cultivate global competencies by delivering internationally relevant academic offerings, encouraging staff and student exchanges and integrating global perspectives into its curricula.

1.2.1 Commitment to the Sustainable Development Goals (SDGs)

The 17 Sustainable Development Goals (SDGs) outlined in the United Nations 2030 Agenda provide a comprehensive framework for higher education institutions to assess their societal contributions. MRU's priorities align particularly with:



a) SDG 4 (Quality Education): Ensuring inclusive and equitable access to high-quality education for learners from all backgrounds.

b) SDG 8 (Decent Work and Economic Growth): Equipping students with practical, globally competitive skills to succeed in today's job market.

c) SDG 13 (Climate Action): Promoting sustainability through research and community initiatives in environmental conservation.

d) SDG 15 (Life on Land): Promoting sustainable land use, forest management, biodiversity conservation, and combating desertification and land degradation.

1.2.2 Alignment with Uganda's National Development Plan IV (NDP IV) and Vision 2040

MRU is committed to contributing meaningfully to Uganda's socio-economic transformation by aligning its programmes and strategic direction with the National Development Plan IV (2025–2030) and Vision 2040. These frameworks envision Uganda as a middle-income country through investments in human capital, innovation and sustainable development.

Under NDP IV, the overarching goal is to achieve increased household incomes and employment for sustainable socio-economic transformation. MRU, as a private sector actor in higher education, contributes by enhancing access to quality higher education and cultivating skills aligned with national development needs.

This Strategic Plan prioritises five core areas of investment:

a) Human Capital Development: Expanding access, promoting equity and enhancing the quality of higher education while supporting mindset transformation and community mobilisation.
b) Private Sector Growth: Fostering entrepreneurship, job creation and productive sector investment; particularly in agriculture.
c) Knowledge Economy Development: Advancing Science, Technology and Innovation (STI) through ICT-focused programmes in software development, digital literacy, data science and artificial intelligence.
d) Promotion of Local Content: Strengthening the competitiveness and market access of micro, small and medium-sized enterprises (MSMEs).

1.2.3 Alignment with Uganda Vision 2040

Uganda Vision 2040 aspires to transform Uganda into a modern and prosperous society within 30 years. MRU is fully aligned with this vision through the following contributions:

a) Education and Human Resource Development: Addressing human capital gaps by producing ethical, skilled and productive graduates.
b) Access and Equity: Promoting inclusive higher education opportunities, with a focus on marginalised populations and gender parity.

c) Science, Technology and Innovation (STI): Conducting applied research in agriculture, energy and related sectors to drive development.
d) Infrastructure and Urbanisation: Investing in modern facilities such as laboratories, ICT centres and libraries to support innovation and learning.
e) Social Transformation: Enhancing community livelihoods through outreach and empowerment initiatives aimed at reducing poverty and inequality.
f) Ethics and Governance: Instilling ethical leadership through curriculum integration and targeted capacity-building initiatives.

1.2.4 The East African Community (EAC) Vision 2050

The EAC Vision 2050 emphasises job creation and sustained economic transformation through strategic development enablers such as industrialisation, value addition and long-term growth. MRU aligns its priorities with these goals by fostering regional cooperation and developing programmes that equip graduates for regional competitiveness.

1.2.5 Legal Mandate: Universities and Other Tertiary Institutions Act (2001)

MRU operates under the legal framework of the Universities and Other Tertiary Institutions Act (2001) as amended in 2003, 2006 and 2007. Under Sections 101 and 102 of the Act, MRU was granted a Charter upon fulfilling the requirements of the National Council for Higher Education (NCHE) and continues to be governed in accordance with the provisions of the Act.

1.2.6 Alignment with the Buganda Kingdom Strategic Framework (Namutayiika)

The Buganda Kingdom's strategic focus on socio-economic transformation, education, cultural preservation, and sustainable development is deeply aligned with MRU's foundational values. As an institution rooted in Buganda's heritage, MRU plays a pivotal role in advancing the Kingdom's development priorities.

The Kingdom places particular emphasis on agriculture, trade, rural industries and environmental conservation. MRU has a unique opportunity to align her academic programmes; particularly in engineering, business management, agriculture and agribusiness; with these goals. The University is committed to collaborating closely with the Kingdom's leadership to align research and learning with the Kingdom's vision.

In this regard, MRU and the Buganda Kingdom are jointly co-creating this Strategic Action Plan (2025–2030), which outlines MRU's contribution to the Kingdom's aspirations. The University shall maintain active consultation with the relevant ministers and regularly report progress through designated channels.

1.3 Layout of the Strategic Plan

This Strategic Plan is structured into five main chapters:

a) Chapter One – Introduction: Presents an overview of MRU, her institutional context, global positioning and alignment with national and regional development frameworks.

b) Chapter Two – Situational Analysis: Provides a comprehensive assessment of the University's internal and external environment.

c) Chapter Three – Strategic Direction: Defines MRU's vision, mission, core values, strategic objectives, and key priorities.

d) Chapter Four – Implementation Framework: Details strategies for execution, financing, monitoring, evaluation and learning.

e) Chapter Five – Project Profiles and Partnerships: Identifies proposed project initiatives and outlines strategic partnerships for effective implementation.



CHAPTER TWO:

SITUATIONAL ANALYSIS

2.1 Introduction

A situational analysis provides a comprehensive overview of MRU's internal and external environment to inform strategic planning. By examining strengths, weaknesses, opportunities, and threats (SWOT analysis), alongside broader macro-environmental factors (PESTLE analysis), MRU is well-positioned to proactively address challenges and leverage emerging opportunities in the dynamic higher education landscape.

This chapter examines policy dimensions, reviews the implementation of the 2019–2024 Strategic Plan, and analyses MRU's internal and external operating environment, stakeholder landscape and emerging strategic issues.

2.2 Review of the Implementation of MRU Strategic Plan 2019–2024

In June 2024, MRU undertook a comprehensive evaluation of her 2019–2024 Strategic Plan to assess performance, document achievements, identify gaps and draw lessons to inform future direction. The review focused on critical areas including academic programming, infrastructure development, governance, research and financial sustainability.

Key achievements include:

a) Successful review and accreditation of academic programmes by NCHE and relevant professional bodies such as UIPE. This included the development and submission of seven new postgraduate programmes for accreditation:

- Four new science teacher education programmes
- Master of Business Administration (MBA)
- Master of Education Management and Administration
- Master of Mass Communication
- Master of Peace, Human Rights and Development

b) Award of a Charter by the National Council for Higher Education, alongside the strategic phase-out of three non-viable Certificate and Diploma programmes to focus on research-oriented undergraduate and postgraduate programmes.

c) Renovation and equipping of key academic facilities, including science laboratories and

postgraduate lecture blocks, in anticipation of increasing student enrolment.

d) Accessing UGX 1.4 billion in financing to upgrade teaching and learning infrastructure, including the improvement of the university's internal road network and campus pathways.

e) Gaining membership of the Association of Commonwealth Universities; signing of a Memorandum of Understanding (MoU) with Universidade Nova de Lisboa (Portugal) to strengthen research in tourism and promote academic and cultural exchange. MoUs were also signed with Ondokuz Mais University, Samsun, Turkey and Nelson Mandela University, Port Elizabeth, South Africa.

f) Acquisition of an accredited Open Distance and E-Learning (ODeL) system and subscription to the Consortium of Uganda University Libraries (CUUL), enabling staff and students to access state-of-the-art academic electronic resources.

The major challenge during this period was the drastic decline in student enrolment at both campuses during the COVID-19 pandemic lockdown period, which translated into severe financial constraints.

Overall Impact: The evaluation of MRU's Strategic Plan (2019–2024) demonstrated significant progress, particularly in academic quality assurance and infrastructure development. Key insights include:

- Overall strategic performance: 62%
- Highest performance areas: Infrastructure and ICT development (67%), mainly supported by bank financing.
- Least performing area: Strategic marketing (below 1%), underscoring the need for increased investment, strategic innovation and visibility enhancement.

The outcomes of this review offer valuable guidance for the formulation and successful implementation of the 2025–2030 Strategic Plan.

2.3 The Higher Education Landscape in Uganda

Uganda's higher education sector has expanded significantly, encompassing a range of public, private and faith-based institutions serving a growing student population. The sector is regulated by NCHE, ensuring adherence to quality standards and accreditation protocols.

As of 2024, the landscape included:

- 11 public universities
- Over 45 private universities
- Constituent colleges affiliated with public institutions

In his address titled ***"The Role of Private Universities in the Higher Education Landscape in Uganda"*** at the MRU Charter celebration event, Prof. Dr. Eli Katunguka-Rwakishaya pointed out that, despite the impressive growth in Higher Education (HE), Uganda like other East African countries, still experiences low HE Gross Enrolment ratios ranging from 5.8 to 6.4%. This is below the sub-Saharan average of 9% and below the global average of 38%. By implication, a lot still needs to be done to improve Uganda's HE Gross Enrolment ratio.

Key sectoral challenges:

- High tuition fees and limited student financing
- Inadequate infrastructure in many institutions
- Limited funding for research and innovation
- Graduate unemployment due to skills mismatch
- Inequitable access, particularly in rural and underserved communities

Reform and innovation trends:

- Introduction of the Higher Education Financing Scheme (HEFS)
- Shift toward Competency-Based Learning models
- Growing digital transformation and adoption of e-learning platforms

MRU's strategic priorities are aligned to respond to these trends through expanded programme relevance, enhanced digital integration, and industry-linked curricula.

2.4 Environmental Analysis

MRU has conducted both internal (micro) and external (macro) environmental analyses to guide its strategic focus. The SWOT and PESTLE analyses provide a realistic picture of MRU's operational environment, laying the foundation for evidence-based planning.



SWOT Analysis

Table 1: MRU's Strengths and How to Leverage Them

Strength	Strategic Actions to Leverage Strength
Chartered University	Enhance institutional autonomy, uphold high-quality academic and administrative standards, and increase national and international recognition.
Ownership of University Land	Optimise land utilisation through infrastructure expansion, revise and implement master plans and attract resource mobilisation through land-based investments.
Strong Governance Structures	Strengthen accountability mechanisms, enforce compliance systems, and continuously train leadership and staff on governance and resource management.
Adequate Library, ICT, and Laboratory Facilities	Expand and upgrade facilities, enhance digital learning, and train faculty and students on ICT tools. Encourage academic publishing in peer-reviewed journals.
Highly Qualified and Motivated Staff	Promote continuous professional development, implement attractive remuneration structures, and institutionalise clear guidelines for staff development and promotion.
Strategic Location	Offer flexible learning schedules (e.g., weekend and evening classes) tailored to working professionals and diverse learner needs.

Table 2: MRU's Weaknesses and Mitigation Strategies

Weakness	Mitigation Strategy
Low Internal Revenue Generation	Implement targeted resource mobilisation and fundraising strategies.
Low Student Enrolment in Certain Programmes	Strengthen marketing, diversify programme offerings, and improve teaching and learning environments.
Inadequate Staffing and Teaching Resources	Recruit qualified faculty and procure adequate teaching and learning materials.
Limited Research Budget	Increase allocation to the research vote, form research collaborations, and incentivise staff to pursue funded research and innovation.
Low Institutional Visibility	Intensify public relations efforts, modernise the university website, and leverage digital platforms for institutional branding.
Inadequate Resource Mobilisation Structures	Develop a comprehensive resource mobilisation policy and designate specialised teams.
Weak Private Sector Linkages	Foster stronger partnerships with private sector actors for research, internships and employment linkages.
Absence of a Marketing Strategy	Develop and implement a strategic marketing and enrolment growth plan.
Inadequate ICT and Skills Infrastructure	Invest in computer labs and smart classrooms to support digital education.

Limited Accommodation and Academic Infrastructure	Implement the university estate master plan to address library, classroom, and student housing needs.

Table 3: MRU's Opportunities and Strategic Responses

Opportunity	Strategic Response
Chartered Private University StatuS	Aggressively publicise Charter to build institutional credibility.
Growing Regional Demand for Higher Education	Attract students from South Sudan, DRC, and other countries through internationalisation and regional partnerships.
Access to Government Student Loans	Provide student advisory services to maximise uptake of HEFS and similar schemes.
Regional and International Collaboration	Strengthen stakeholder involvement in academic and research activities.
Emerging Global Partnerships	Expand collaboration through the membership of the Association of Commonwealth Universities, South-South, and academic consortiums.
Diverse Funding Sources	Establish partnerships with donors, government agencies, and private sponsors.
Staff and Student Exchange Programmes	Develop relevant curricula with global perspectives to attract and benefit from exchange opportunities.
Community Demand for Outreach Programmes	Scale up community-based learning and service delivery initiatives.
Demand for R&D Centres	Establish centres of excellence in innovation, research, and enterprise.

Table 4: MRU's Threats and Mitigation Strategies

Threat	Mitigation Strategy
Intense Competition from Other Institutions	Focus on competency-based learning and dual degree programmes with international universities.
Inadequate Data for Planning	Establish a Centralised Data Management System (CDMS).
Inflation and Rising Operational Costs	Diversify revenue sources and reduce reliance on tuition income.
Unpredictable Natural Disasters	Develop a Disaster Preparedness and Risk Management Plan.
Lack of access to Government Sponsorship	Strengthen STEM programmes to improve eligibility for government sponsorship.

2.5 Stakeholder Analysis

MRU recognises the vital role of her stakeholders in achieving institutional excellence, sustainability and impact. The university seeks to identify and actively engage stakeholders whose interests and influence align with MRU's mission. The table below outlines the university's key stakeholders, their interests and MRU's strategies for maximising collaboration.

Table 5: Stakeholder Analysis

Stakeholder	Interest in MRU	MRU's Strategic Engagement
The Visitor	Institutional oversight and guidance	Leverage the Visitor's influence to enhance MRU's credibility and resource mobilisation, as well as building the image of the University.
Buganda Kingdom Leadership	Cultural and educational stewardship	Strengthen ties to promote cultural identity and secure institutional support.
MRU Trustees	Oversight and fiduciary responsibilities	Ensure regular reporting, transparency, and stakeholder engagement
Government Ministries and Agencies (e.g., NCHE, MoES, MoFPED)	Policy direction, funding, curriculum alignment	Align programmes with national priorities and seek government support and compliance
University Council	Governance and policy oversight	Maintain open communication and ensure policy adherence
University Senate	Academic direction and quality assurance	Engage in curriculum review, academic policy formulation and innovations
University Management	Institutional leadership	Ensure effective implementation of university decisions and build staff capacity
Private Sector	Human capital development and innovation	Strengthen graduate employability, internships and collaborative research
Parents and Guardians	Education financing and student welfare	Enhance communication and transparency and support tuition flexibility
Civil Society and Media	Advocacy, partnerships, and public image	Foster collaborations and promote accurate, strategic media engagement
Suppliers and Contractors	Service delivery and infrastructure	Ensure transparency, value for money, and timely project delivery
Development Partners and Donors	Project funding and sustainability	Maintain accountability and develop impactful proposals aligned with donor priorities
Professional Bodies	Accreditation and continuous professional development	Strengthen linkages and ensure compliance with professional standards
Staff	Career growth and welfare	Ensure fair HR practices, continuous staff development, and participation in governance
Students	Quality education and career readiness	Prioritise student-centred learning and support systems
Surrounding Communities	Social responsibility and engagement	Promote outreach programmes, community engagement, and mutual support

2.6. Summary of Emerging Issues & Implications

The emerging issues for MRU stem from trends and challenges in the education sector, regional and global developments and the university's internal environment. These issues have strategic implications that must be addressed to sustain the university's growth, relevance and impact.

There are many emerging issues from the situational analysis as elaborated below, that highlight the dynamic and complex environment in which MRU operates. Addressing these challenges and opportunities requires a proactive, adaptive and inclusive approach. By leveraging her strengths and focusing on areas like digital transformation, sustainability, and revenue diversification, MRU can position herself as a leading institution in Uganda and beyond.

a) Rapid adoption of e-learning platforms, digital tools, and online education globally, accelerated by the COVID-19 pandemic. There is an increased demand for digital literacy among students and staff to compete in the global economy.

Implications:

MRU needs to invest in ICT infrastructure, including e-learning platforms, virtual labs, and smart classrooms. Training programmes for faculty and staff are essential to enhance their capacity to deliver online and blended learning. A strong focus on integrating digital skills and AI into the curriculum will make graduates more competitive in the job market.

b) Climate-Smart Agriculture (CSA) is a strategy aimed at enhancing agricultural systems to support food security by increasing productivity, fostering resilience, and reducing greenhouse gas emissions.

Implications:

MRU must integrate CSA principles into agriculture, environmental science and policy courses, and encourage student-led research on drought-resistant crops, organic farming, etc.... MRU has to develop interdisciplinary programmes combining climate science, agribusiness and technology. The University shall facilitate dialogue between farmers, policymakers and researchers on CSA frameworks, and participate in regional CSA networks and research programmes.

c) The gradual weakening of the community's traditional culture, values, language, customs and identity (cultural erosion), often due to external influences like globalisation, technology, education systems, religion, or modernisation.

Implications:

MRU has to position herself strategically by protecting and promoting cultural diversity. Any failure to engage with cultural heritage can mean lost opportunities for nation-building, reconciliation and identity preservation.



d) Uganda's youthful population and increasing secondary school enrolment are driving greater demand for higher education. Rural and underserved communities are seeking affordable and accessible education opportunities.

Implications:

MRU must expand its infrastructure and programme offerings to accommodate a growing student population. Scholarships, flexible payment options and outreach programmes are necessary to attract and retain students from marginalised backgrounds. In addition, development of short courses and vocational training programmes to meet specific market needs is critical.

e) Insufficient investment in research and innovation limits MRU's ability to contribute to national development goals and alleviate societal challenges. There is a lot of global-demand and emphasis on research-driven solutions to climate change, health and technological challenges.

Implications:

MRU needs to establish partnerships with government agencies, international institutions, and private organisations to secure research funding. Building internal research capacity, including infrastructure and staff training, is critical for improving research output. Aligning research priorities with national and global issues (e.g., climate resilience, agriculture, public health) will enhance impact and visibility.

f) Increasing global and local focus on climate change and sustainability, with emphasis on renewable energy, waste management and environmental conservation. Universities are expected to play a leadership role in advancing sustainability practices.

Implications:

MRU should integrate sustainability principles into her operations, such as green campus initiatives and renewable energy use. Curriculum development should prioritise sustainability and environmental studies to address pressing climate challenges. Engage in community-based projects to promote awareness and practical solutions for climate resilience.

g) Increased competition from public and private universities offering similar programme and international institutions providing online and hybrid courses at competitive rates.

Implications:

MRU must distinguish herself by focusing on niche programmes, cultural heritage, skills and values development and innovative teaching methodologies. Strengthening partnerships with industries and communities to enhance the relevance of its programme and improve graduate employability is fundamental. Focus on marketing and branding to attract students and highlight MRU's unique value proposition.

h) Heavy dependence on tuition fees exposes the university to financial risks, especially in periods of economic instability. Limited external funding and lack of alternative

revenue streams hinder institutional growth.

Implications:

MRU should diversify revenue sources by establishing income-generating ventures (e.g., consultancy services, commercial farms, short courses). Collaboration with government, donors and private entities to access grants and financial support for infrastructure and research is imperative. It is also important to develop a robust financial management system to optimise resources and ensure efficiency.

i) Strict accreditation standards and requirements by the National Council for Higher Education (NCHE) and global emphasis on quality assurance and compliance in higher education.

Implications:

MRU must strengthen her governance and quality assurance systems to meet regulatory and accreditation standards. Regular evaluation and improvement of academic programmes to align with labour market demands and policy requirements.

j) Increased emphasis on internationalisation of education through partnerships, student exchanges and cross-border programmes.

Implications:

There is need for alignment with global educational trends, such as the SDGs and regional development frameworks like the East African Community (EAC).

MRU plans to develop an internationalisation strategy, including partnerships with international universities for exchange programs, curriculum development with global perspectives, strategies to attract and support international students, and promotion of the university's international profile.

By 2026, MRU aims to establish strategic alliances with top-tier institutions worldwide, including Memoranda of Understanding (MoUs) for student and faculty exchange, collaborative research, and innovation hubs. MRU's partnership with the Kingdom of Buganda will be based on collaboration and mutual enrichment, not total financial dependency. Over the next five years, MRU will upgrade her grant proposals, engage corporate sponsors, offer courses and certifications in Luganda, host cultural events, seek co-funding, and launch an MRU-University-Endowment Fund for long-term sustainability.

k) Luganda Language teaching and learning. There are fewer students enrolling in Luganda language and literature courses, despite MRU's cultural focus. There may be a perception that Luganda is less "marketable" compared to English, ICT or business subjects. English remains the dominant language of instruction and prestige, causing some students and parents to devalue indigenous languages.

Implications:

A generation of students may graduate disconnected from their language, values and cultural literacy. Students lose out on career paths in translation, media, education, research, cultural tourism and broadcasting, which require Luganda proficiency. Traditional knowledge, storytelling and clan-based systems that rely on Luganda may not be preserved.

2.7 Critical Challenges of Muteesa I Royal University (MRU)

MRU faces a complex set of strategic and operational challenges that must be addressed to ensure institutional sustainability, academic competitiveness and transformational impact. These critical challenges include:

a) **Financial and Resource Constraints:** MRU's heavy reliance on tuition fees as its primary revenue source exposes the university to significant financial vulnerabilities, particularly during times of economic instability or declining enrolment. Rising inflation and taxation further inflate operational costs, constrain infrastructure development and limit staff remuneration.
Strategic implication: MRU must urgently diversify her revenue streams through innovative ventures such as income-generating projects, consultancies, short professional courses, grant writing, and public-private partnerships. The institution must also enhance financial management systems to optimise resource allocation, accountability, and long-term sustainability.

b) **Academic and Quality Assurance Challenges:** The university's ability to deliver quality education is constrained by limited ICT infrastructure, low research funding and insufficient e-learning capabilities. Additionally, there is a pressing need for more PhD-qualified teaching staff to improve academic quality and maintain compliance with NCHE accreditation standards.
Strategic Implication: MRU must invest in capacity building for academic staff, strengthen her digital learning platforms and scale up research collaborations to enhance scholarly output. Promoting research-led teaching and institutionalising quality assurance mechanisms will improve graduate outcomes and institutional credibility.

c) **Institutional Growth and Market Positioning:** MRU operates in a competitive higher education environment, with numerous universities offering similar programmes. The university's limited visibility, low marketing presence, and lack of niche positioning hinder her enrolment drive and brand recognition. Additionally, striking a balance between her cultural heritage mission and modern education needs remains an ongoing challenge. *Strategic Implication:* The university should refine her brand identity, embrace innovative programme delivery and invest in strategic marketing. MRU must integrate skills development, values-based education and cultural relevance into her curricula to distinguish herself and enhance appeal to both local and international stakeholders.



CHAPTER THREE:

STRATEGIC DIRECTION

3.1 UNIVERSITY PHILOSOPHY

Muteesa I Royal University (MRU) is steadfast in her commitment to fostering academic excellence, innovation and sustainable development. Rooted in the promotion of skills development and the cultivation of core values, MRU continues to contribute meaningfully to the transformation of individuals and communities in Uganda and beyond.

The University's philosophy is anchored in a holistic and generative approach to education. This is characterised by a dynamically diversified curriculum and inclusive delivery modes. MRU highly esteems intellectual virtues such as quality teaching and learning, research-mindedness, initiative and resourcefulness; especially in the face of rapid societal change and the evolving demands of the world of work. Equally valued is the promotion of personal effectiveness rooted in a humanistic outlook, ethical consciousness and appreciation of cultural diversity.

Our Vision Statement

"A leading University responding to contemporary challenges through teaching and learning, research and technical guidance."

Our Mission Statement

To provide training, research, and technical guidance responsive to socio-economic needs.

Core Values

In pursuit of its Vision and Mission, MRU upholds the following core values as guiding principles for all duty bearers:

a) **Professionalism**: Professionalism is a hallmark of MRU's faculty, staff and students. It guides conduct in academic, research and administrative responsibilities, ensuring the production of ethical, highly skilled and competent graduates.
b) **Respect for Diversity**: MRU is committed to creating an inclusive environment that embraces diverse perspectives and backgrounds. It promotes equal opportunities for all, regardless of gender, religion or social background and fosters collaboration across disciplines and cultures.
c) **Cultural Sensitivity**: Rooted in Uganda's sociocultural fabric, MRU values cultural sensitivity as a foundation for sustainable education and development.
d) **Tenacity**: MRU envisions long-term community transformation and espouses resilience and determination as essential values in its pursuit of institutional growth and societal impact.
e) **Team Spirit**: Collaboration and collective success are central to MRU's ethos. The University fosters a culture of unity, cooperation and shared responsibility, preparing graduates for teamwork in professional environments.

3.2 MRU GOAL AND STRATEGIC OBJECTIVES

3.2.1 University Goal for 2025/26–2029/30

"To position Muteesa I Royal University as a premier institution of higher learning in Uganda and beyond, dedicated to equipping young people with essential skills and fostering values that empower them to thrive."

Strategic Outcomes by 2029:

a) Achieve at least a 50% increase in student enrolment both nationally and across the East African region, with deliberate inclusion of learners from disadvantaged communities.
b) Advance sustainable infrastructural development, incorporating green energy solutions and digital transformation initiatives.
c) Cultivate robust partnerships with a minimum of six international universities and research institutions.
d) Establish MRU as a recognised centre of excellence in at least two to three priority research fields.
e) Enhance graduate employability through entrepreneurship training, community outreach and professional network linkages.
f) Produce culturally grounded graduates inspired by *Bulungi Bwansi*, fluent in Luganda and appreciative of Uganda's cultural heritage.

Strategic Assumptions:

a) Continued economic growth yielding positive effects on higher education and employment creation.
b) A stable and enabling political environment.
c) Incremental growth in funding and revenue to support MRU's development agenda.
d) Strengthening of organisational structures and capacity, with minimal political interference in University programmes.
e) Effective communication of University programmes to ensure stakeholder engagement and national ownership.

3.2.2 Strategic Objectives

a) To enhance and maintain excellence in teaching and learning: MRU is committed to delivering high-quality, relevant and competency-based education that prepares graduates for both local and global competitiveness. The University will expand and diversify her academic programmes to address emerging needs in critical sectors such as ICT, agriculture, health and engineering.

b) To advance MRU as a research-driven University with local and global impact: MRU aims to foster cutting-edge research and innovation, addressing societal challenges, aligning with national development goals and contributing to global knowledge. Strategic partnerships

will be cultivated with government, industry and international institutions to support research funding, innovation hubs and knowledge transfer.

c) **To strengthen community engagement, linkages, networks and partnerships:** Given her unique position, MRU will leverage opportunities to build synergistic relationships with institutions of higher learning, public and private sectors, and the wider community. The University shall establish outreach programmes that respond to socio-economic, political and religious needs. Exchange programmes will be promoted for students and faculty, while partnerships with alumni and external stakeholders will be strengthened to support research, innovation and sustainability.

d) **To strengthen the management and governance of the University:** MRU will enhance governance by promoting transparency, accountability and operational efficiency. Human resource and financial systems will be upgraded and participatory leadership will be encouraged. The University plans to establish a staff development office to spearhead resource mobilisation, attract and retain competent personnel, and implement performance management frameworks with clear KPIs across departments.

e) **To improve the visibility and image of the University:** MRU will cultivate a strong institutional brand and image among current and prospective students, alumni and stakeholders. This will involve articulating MRU's identity, values and unique culture, and embedding them in a comprehensive marketing strategy. Flexible interdisciplinary programmes that meet business, public sector, and community needs will be developed and marketed strategically.

f) **To establish and maintain state-of-the-art University infrastructure:** MRU shall modernise he physical and digital learning environment. This includes upgrading lecture rooms, laboratory equipment and constructing additional facilities such as student residences and staff housing. A comprehensive University Master Development Plan will be developed and implemented.

Alignment with Buganda Kingdom Strategic Priorities:

MRU will align with and promote the Kingdom's development agenda in the following ways:

a) Through its Agriculture and Agribusiness programmes, MRU will complement the Kingdom's efforts in youth employment, food security, trade and environmental sustainability, catalysing economic transformation.

b) MRU will offer entrepreneurship training in community development, SACCOs, cooperative unions and agribusiness, equipping youth with practical skills. Internship and apprenticeship opportunities will be established with Buganda-owned farms and enterprises.

c) Traditional cultural studies will be integrated across curricula to instil an appreciation for the Kingdom's heritage. MRU students will continue to benefit from initiatives like the Kabaka Education Fund and partnerships will be consolidated with Kingdom schools and vocational institutions to facilitate seamless progression to university.

d) MRU will promote Luganda language and literature, contributing to the preservation and advancement of Buganda's rich cultural legacy.

e) In collaboration with Buganda's environmental initiatives, MRU will engage in tree planting

and conservation projects, and mobilise students for community-based efforts to protect wetlands, forests and water bodies. The Graduate Research Centre will generate data-driven insights to support Buganda's governance and economic planning.

3.2.3 Strategic Interventions and Actions

PILLAR ONE – QUALITY OF EDUCATION: TEACHING AND LEARNING

Strategic Goal

To enhance the quality, relevance and accessibility of teaching and learning at MRU by adopting competency-based education and digital learning innovations, thereby producing highly skilled, ethical and employable graduates.





Key Priority Activities

a) Transform MRU into a digitally advanced, AI-driven institution that supports learning, administration, research and value-driven education.
b) Intensify marketing and publicity efforts to achieve a 15% annual increase in student enrolment over the next five years.
c) Develop at least three new market-driven academic programmes per faculty by 2030, particularly in emerging and high-demand sectors.
d) Acquire additional library resources across all campuses to comprehensively support programme delivery.
e) Prioritise library resources for critical-path subjects that are central to academic excellence.
f) Establish robust academic advising and career development units to support student progression and employability.
g) Strengthen partnerships with private sector actors to facilitate internships, mentorships and graduate recruitment.
h) Promote entrepreneurship within engineering and technical training, especially at the Main Campus and other sites, to build self-employment competencies.
i) Conduct regular tracer studies to evaluate graduate employability and entrepreneurial outcomes.

Expected Outcomes

a) Enhanced quality and relevance of academic programmes that align with both national and international standards.
b) Increased employability and retention of MRU graduates, supported by skills-based curricula and strong industry linkages.
c) Widespread adoption of technology-enhanced teaching and learning methods.
d) Expanded access to education through flexible delivery options, including e-learning platforms.
e) Strengthened academic reputation as a centre of excellence in teaching and learning.

Key Focus Area: Information Technology and Artificial Intelligence

The MRU Strategic Plan (2025–2030) identifies Information Technology and Artificial Intelligence (IT & AI) as a transformative pillar across education, culture, community development and institutional sustainability. Implementation strategies will include upgraded ICT infrastructure, Wi-Fi-enabled campuses, digital laboratories and virtual learning environments.

MRU will identify flagship academic disciplines and prioritise cybersecurity to protect digital assets and ensure seamless learning, research, and administration. Partnerships with cybersecurity experts, government agencies and technology firms will be sought to ensure a secure digital ecosystem and to prepare graduates with digital security competencies.



Student Support Services

MRU will establish comprehensive student support systems that encompass counselling, career development, employability, alumni networking, internships and job placement services. Mental health support will be prioritised to promote student well-being and academic performance.

Mental Health Awareness Campaigns will be conducted each semester, featuring wellness weeks, Mental Health Days and stress relief activities. Annually, student leaders will receive training to serve as Mental Health Ambassadors. During first-year orientation, new students will be introduced to available mental health resources. MRU will collaborate with local healthcare providers (e.g., Masaka Referral Hospital, Butabika Hospital) to handle cases requiring advanced care. Confidential support lines via phone or WhatsApp will be established.

Competency-Based Education



MRU is committed to competency-based education, which imparts practical skills, entrepreneurial abilities and industry knowledge aligned with contemporary labour market needs. This approach positions MRU as a centre of excellence for hands-on training, especially in Engineering, Business and Technology.

Target: Global Competitiveness – Programmes will be redesigned to incorporate 70% practical and 30% theoretical instruction. Problem-Based Learning (PBL) and case study methodologies will be integrated to strengthen real-world problem-solving capabilities.

MRU will gradually implement a "Learn and Earn" model, enabling students to engage in work opportunities while pursuing their studies. This approach bridges the skills gap, fosters innovation, enhances employability and supports entrepreneurship. Collaboration with industry partners, donors and government agencies is essential to achieving this vision.

New Programme Spotlight: BSc Agriculture and Agribusiness



MRU plans to launch a Bachelor of Science in Agriculture and Agribusiness starting in the 2025–2026 academic year. The programme aims to enhance agricultural education, innovation, and entrepreneurship in alignment with Uganda's national development agenda and the Buganda Kingdom's economic transformation strategy.

Currently under accreditation review by NCHE, the programme will address food security and agricultural challenges through practical training in agribusiness, agri-tech and sustainable farming. This initiative will bridge education and industry gaps while increasing youth employment through agribusiness innovation.

Implementation Strategy:

a) Establish a new Department of Agriculture and Agribusiness.

b) Recruit specialised faculty in agriculture, agribusiness and extension services.

c) Utilise existing infrastructure at the NARO Station in Kamenyamiggo, Masaka for student practicals.

d) Partner with agricultural cooperatives, private firms and research institutions for scholarships and internship placements.

e) Invite strategic support from government, development partners, agribusiness investors and the Buganda Kingdom.

Key Activities Under Pillar One (2025–2030)

a) Upgrade digital infrastructure, including high-speed internet and Wi-Fi connectivity across MRU campuses.
b) Establish smart classrooms, computer laboratories and digital libraries.
c) Deploy cloud-based systems for academic and administrative operations.
d) Integrate ICT and AI modules across all programmes (e.g., AI in Engineering, Agriculture, Business and Education).
e) Implement ICT-enabled learning and administration systems, including platforms for e-learning, student records, admissions and academic advising.
f) Develop AI-powered chatbots for student support and library services.
g) Organise AI and digital literacy bootcamps for students and staff in partnership with technology companies (e.g., Google, MTN, Microsoft).
h) Apply advanced analytics to monitor academic performance and prevent dropouts.
i) Build student and staff capacity in Data Science and Analytics.
j) Develop Luganda language digital tools using AI and NLP technologies (e.g., voice-based interfaces, translation apps).
k) Strengthen the performance of the Quality Assurance Unit by upgrading its operational systems.

Expected Outcomes

a) 80% of MRU's courses delivered via online or hybrid formats, supported by smart lecture facilities on all campuses.
b) Fully digitised administration covering admissions, examinations, human resources and library systems, with operational AI-based support tools.
c) At least 1,000 students graduating annually with AI/ICT competencies by 2027–2028.
d) Strengthened collaboration between MRU and the Buganda Kingdom in digitising governance and community services.
e) Development and deployment of Luganda AI tools (e.g., dictionary apps) in use by 2027–2028.



PILLAR TWO – RESEARCH, INNOVATION AND PUBLICATIONS

Research, innovation, and publication constitute core strategic imperatives that MRU must prioritise to remain relevant in advancing the frontiers of knowledge and its practical application. Strengthening this pillar positions MRU to contribute meaningfully to societal transformation, sustainable development and the enhancement of human well-being.

This strategic pillar aims to enhance the University's research capacity, cultivate a strong culture of innovation and elevate the visibility and impact of her scholarly outputs. MRU shall establish innovation hubs and incubation centres to enable both students and staff to design, develop and test novel ideas. These hubs will target critical sectors such as agriculture, digital technology and environmental sustainability, aligning with Uganda's Vision 2040 and MRU's commitment to national socio-economic transformation.

MRU has already taken key steps by establishing the Postgraduate Studies Centre and the Research Ethics Committee. A fully-fledged Research and Innovation Unit shall be developed as a standalone entity to promote, coordinate and support all research-related activities. This unit will oversee research grants, ethics compliance, publication support and the protection of intellectual property.

The University Research Policy will be reviewed and strengthened to align with the Uganda National Research Agenda and Vision 2040. It will outline clear research priorities, ethical standards, funding mechanisms, supervisory responsibilities and publication expectations.

To support research growth, MRU will allocate an annual budget for internal competitive grants, prioritising multidisciplinary research in agriculture, technology, education and indigenous knowledge systems. The University will institute annual awards for outstanding publications, high citation metrics, innovations and patents.

Strategic research partnerships will be fostered with local universities (e.g., Makerere, Kyambogo, KIU), government agencies (e.g., UNCST, NARO) and international institutions. MRU will host annual research conferences, symposia and seminars. Academic promotions will increasingly be linked to research performance; measured by publications, grant funding, postgraduate supervision, citations, collaborative projects and participation in local and international research fora.

All faculties shall embed research methodology modules into their programmes, while the Postgraduate Studies Centre will lead initiatives in academic writing and grant proposal development. A key emphasis will be placed on community-based research that addresses local development challenges.

The University will promote entrepreneurial research projects with commercial potential, advancing innovations into products, patents, or startups. Open access to research outputs shall be encouraged through accredited journal publications, institutional repositories, digital platforms and research dissemination events.

Collaborative research with universities, research bodies and development agencies will be pursued to facilitate joint projects, resource sharing and access to international research opportunities.

Strategic Goal

"To position MRU as a leading research and innovation hub by fostering a culture of scholarly excellence, producing high-quality research outputs, and building impactful collaborations."

Pillar Two – Key Strategic Actions (2025–2030)

a) Establish at least one fully operational Research Centre of Excellence by 2030.

b) Create innovation hubs focusing on agriculture, digital technology and environmental sustainability.

c) Provide internal funding for a minimum of eight faculty-led research projects annually.

d) Foster strategic partnerships with academic institutions, government bodies, industry and private sector entities.

e) Establish an Innovation Fund to support at least ten staff/student innovation projects per year.

f) Conduct 3–4 annual grant writing workshops to enhance researchers' capacity to secure funding from national and international agencies.

g) Establish and periodically review (every three years) the Institutional Research and Ethics Committee to ensure compliance with ethical research standards.

h) Form collaborative partnerships with at least three leading universities and research institutions.

i) Create dedicated spaces for research commercialisation to translate findings into market-ready products, services, or start-ups.

j) Introduce targeted support programmes, including mentorship, for early-career researchers (Masters and PhD students).

k) Strengthen the role of the Graduate Studies Centre in translating research outputs into development projects and consultancy services.

l) Revamp the MRU Journal, encouraging academic staff to publish in both the in-house and external peer-reviewed journals.

m) Reconstitute the MRU Journal Editorial Board by co-opting senior professors from other universities.

n) Launch a Competitive Research Fund with the following phased annual allocations:

- 2026: UGX 10,000,000 (2 proposals)
- 2027: UGX 20,000,000 (4 proposals)
- 2028: UGX 30,000,000 (6 proposals)
- 2029: UGX 40,000,000 (8 proposals)
- 2030: UGX 50,000,000 (10 proposals)

o) Establish an MRU Proposal Evaluation Committee within the Graduate Centre to assess grant submissions based on annual research themes. p) Organise research dissemination workshops and mentorship programmes to translate findings into scholarly publications.

Expected Outcomes

a) Development of practical solutions and innovations addressing critical societal needs.

b) Increased volume and quality of peer-reviewed publications in high-impact journals.

c) Enhanced institutional reputation and global visibility in research and innovation.

d) Greater involvement of faculty and students in high-value research projects.

e) Strengthened research collaborations with industry, government and international partners.

f) Increased success rate in competitive research grant applications.

g) Expansion in the commercialisation of research outputs for societal benefit.

By prioritising this pillar, MRU will cement her status as a knowledge-driven institution making meaningful contributions to local, national and global development. Research, innovation and publication will not only advance academic excellence but also amplify MRU's impact in addressing the world's most pressing challenges.



PILLAR THREE – COMMUNITY ENGAGEMENT AND PARTNERSHIP

MRU is deeply committed to fostering strong connections with the communities she serves and building strategic partnerships to address critical societal challenges. This pillar seeks to position the university as a central player in sustainable community development and social transformation. MRU shall work to create synergy between the university and diverse stakeholders; local, national and international; to promote shared goals, inclusive growth and collective impact.

The University shall position herself to create mutually beneficial partnerships and establish formal agreements with key organisations in Uganda. These partnerships will enhance resource-sharing, catalyse funding, expand research opportunities and strengthen links with global institutions for exchange programmes, joint research and access to international funding. Priority shall also be given to partnering with SMEs to offer consulting services, training and mentorship that promote sustainable business practices.

Strategic Goal

"To foster sustainable, impactful partnerships with local, national, and global communities, organisations, and stakeholders, leveraging knowledge, resources and innovation to address societal challenges, enhance community well-being, and contribute to regional and global development."

Community and Social Impact

MRU shall formalise community engagement programmes, particularly in collaboration with local businesses and agricultural stakeholders in Buganda and Uganda at large. These initiatives will ensure students access direct pathways to internships, apprenticeships and community-based research projects.

As a transformative institution, MRU shall actively contribute to community empowerment and social justice. The university will continue mobilising students and faculty to engage in volunteer work, including school mentoring, legal aid services and financial literacy training. Findings from community-based research in fields such as agriculture, education, technology and entrepreneurship shall be used to inform policy dialogue with local government leaders.

MRU will offer business incubation support, skills workshops and mentorship programmes to local start-ups and women's groups. Service-learning shall be integrated into course curricula and final-year assessments to embed practical community work into academic training.





Through MRU media platforms (campus radio, TV, newsletters and social media), local voices will be amplified, affirming MRU's role as not merely an academic institution but a catalyst for grassroots transformation, empowerment, social innovation and indigenous relevance.

Cultural Integration

MRU shall establish cultural immersion programmes, allowing students to engage meaningfully with Buganda's traditions, social systems and economic practices. A formal policy will be developed to include Buganda culture in the University's academic calendar and student affairs agenda. Students will participate in hands-on learning experiences at cultural heritage sites, art galleries, artisan cooperatives and through collaboration with local artisans (e.g., barkcloth

makers, blacksmiths).

The University will collaborate with Buganda Kingdom structures at the Gombolola level, NGOs, and local council leaders, while also partnering with media houses to document and promote these experiences. Faculty administrators shall serve as institutional links to local cultural and community leaders.

Culture and Language



MRU shall formulate a comprehensive language policy to advocate for the inclusion of Luganda in the University's curriculum and global languages initiative. Online and in-person Luganda classes will be offered through the Department of Languages, in collaboration with Buganda Kingdom institutions. Certified short programmes in Luganda and elective courses in Buganda history, politics, art and music will be introduced.

The university will also promote interdisciplinary research on indigenous knowledge systems, oral literature and traditional governance. In partnership with the Kingdom and other institutions, MRU will facilitate student exchanges focused on cultural studies and community development, and co-publish scholarly works on language preservation, cultural resilience and traditional institutions in governance.

Using the capacity of the Computer Science department, MRU will support the development of Luganda e-learning tools, language apps and digital platforms, in collaboration with tech tech-savvy partners.

Digitisation of Buganda Archives

MRU libraries will take the lead in digitising and preserving key historical resources, including royal chronicles, oral histories and manuscripts. Working with the Media Department, the university will develop multimedia content (videos, audio documentaries) capturing Buganda proverbs, folklore, traditional music and oral traditions.

An annual MRU-Buganda Cultural Week will be organised, showcasing theatre, traditional dance, poetry and lectures featuring Kingdom royalty, historians and language experts. This event will foster awareness of cultural identity, promote multilingualism and engage the broader community.

Through the MRU-Luganda capacity building initiative, mentorship programmes in Luganda literacy, youth-led cultural projects and documentation activities will be introduced, offering MRU students opportunities to support community-based language preservation.

Pillar Three – Key Activities (2025–2030)

a) Implement at least four community-based projects annually (one per faculty), with a focus on education, sustainability and social development.
b) Establish six strategic partnerships; four national and two international; by 2030.
c) Sign Memoranda of Understanding (MOUs) with government institutions, private firms and civil society organisations (CSOs) to co-develop community initiatives aligned with MRU's academic strengths and societal needs, including the Parish Development Model.
d) Launch the "MRU Social Innovation Challenge" as an annual competitive event to stimulate student and faculty innovation in addressing local issues.
e) Establish and operationalise an International Students Support and Information Office.
f) Develop a digital platform to enhance communication and collaboration with community stakeholders.
g) Offer short-term capacity-building programmes for local businesses to boost operational capacity, market access and business sustainability.
h) Organise quarterly stakeholder meetings to engage local leaders, solicit feedback and promote participatory development.
i) Promote MRU's role as a responsible community stakeholder through volunteer programmes, pro-bono services and cross-sector collaborations.

Expected Outcomes

a) Strengthened ties between MRU and the communities it serves, fostering trust, ownership, and mutual respect.
b) Enhanced social and economic impact through community-driven projects and initiatives.
c) Constructive and durable relationships with local and international stakeholders.
d) Greater inclusion in addressing digital and financial inequalities.
e) Expanded partnerships that increase MRU's outreach capacity, access to funding and influence in development initiatives.
f) Empowered communities equipped with the knowledge, skills and tools necessary for self-reliance and local transformation.

g) Elevated reputation of MRU as a socially responsive and culturally grounded academic institution.

Through this pillar, MRU will position herself as a leading institution that not only imparts academic knowledge but also catalyses sustainable development and cultural enrichment in the communities it serves.

PILLAR FOUR – HUMAN RESOURCES DEVELOPMENT, LEADERSHIP, AND GOVERNANCE

Overview

Strong management and governance are fundamental to ensuring that Muteesa I Royal University (MRU) operates efficiently, transparently and in alignment with her vision, mission and strategic goals. This pillar focuses on enhancing institutional leadership, streamlining administrative systems, promoting meritocracy, accountability and fostering a culture of continuous learning and innovation.

Strategic Goal

"To create a dynamic work environment by attracting, developing, and retaining top talent and fostering an institutional culture of continuous learning, ethical leadership and governance excellence."



Human Resource Strategy

MRU's Human Resource Strategy aims to build a high-performing, digitally empowered workforce aligned with the university's strategic aspirations. This encompasses talent acquisition, professional development, succession planning, performance management systems and digital communication platforms. Key components include:

a) Designing a robust performance management system.

b) Establishing recruitment strategies targeting high-potential candidates.

c) Introducing professional development and leadership training workshops.

d) Developing a communication strategy for internal cohesion.

e) Creating an Employee Counselling Office with clear ethics, confidentiality and grievance mediation protocols.

A dedicated counselling desk staffed by professionals and supported by guest psychologists shall be operational by the end of 2026, ensuring the holistic well-being of staff.

MRU will uphold the NCHE-recommended student-staff ratio of 1:24 and work to attract, motivate, and retain qualified personnel in strategic disciplines.

Human Resource Development Plan

The Human Resource Plan is designed to ensure alignment of staffing capacity with institutional growth and academic excellence.

Key Actions:

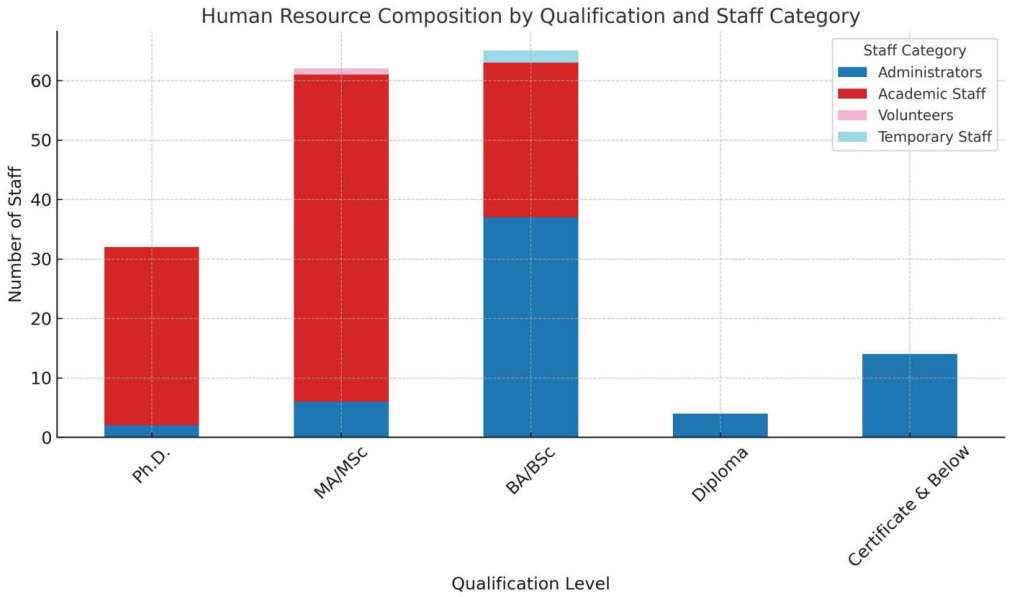
a) Invest in continuous professional development across teaching, research, mentorship and community service.
b) Attract and retain qualified academic staff through competitive remuneration and incentive schemes.
c) Conduct data-driven workforce forecasting annually within faculties to align staffing with enrolment trends.
d) Recruit at least 50 new academic staff by 2029 in priority disciplines.
e) Expand administrative staffing to support operational efficiency and digital transformation.
f) Facilitate workshops in pedagogy, research methodologies and digital skills.
g) Equip administrative staff with training in ICT, customer service and leadership.
h) Track HR metrics such as recruitment success, turnover rates, diversity and training completion.



Table 6: Current and Projected Human Resource Profile

Current Human Resource Composition by Qualification and Staff Category

Qualification Level	Administrators	Academic Staff	Volunteers	Temporary Staff	Total
Ph.D.	2	30	0	0	32
MA/MSc	6	56	1	0	63
BA/BSc	37	26	0	1	64
Diploma	4	0	0	0	4
Certificate & Below	14	0	0	0	14
Total	63	112	1	1	177



Human Resources Management – Key Activities

a) Conduct workforce competence gap assessments annually.
b) Implement efficient recruitment, selection and onboarding processes.
c) Develop a university-wide performance management framework with clear KPIs.
d) Upgrade the digital university management information system by 2025.
e) Organise regular skills development and employee well-being workshops.
f) Ensure effective employee relations, conflict resolution and exit interviews.
g) Strengthen internal audit mechanisms to reinforce accountability.
h) Roll out a robust institutional communication strategy.
i) Develop policies guiding consultancy engagements for academic staff.
j) Introduce succession planning frameworks across departments.

Expected Outcomes

a) Enhanced governance efficiency through streamlined structures and defined policies.
b) Strengthened leadership capacity to drive institutional transformation.
c) Heightened transparency and accountability in all operational processes.
d) Reinforced stakeholder trust through inclusive decision-making.
e) A culture of meritocracy, professionalism and strategic foresight.

Leadership and Governance

This component seeks to establish a robust, transparent and responsive leadership structure. Effective governance will guide MRU's strategic direction, innovation agenda, risk management and sustainable development.

Strategic Objective:

"To cultivate a transparent and accountable leadership and governance structure that empowers strategic decision-making and ensures the university's long-term success and sustainability."

Key Actions:

a) Conduct annual training on leadership and governance for university leadership and staff.
b) Periodically assess the implementation of the Strategic Plan.
c) Operationalise a quality management system for continuous improvement.
d) Develop a consultancy engagement policy for academic staff.
e) Establish an internal audit unit to reinforce compliance and accountability.
f) Implement a performance framework for the Governing Council and University Management.
g) Develop a succession plan to ensure leadership continuity.
h) Promote a Code of Ethics rooted in fairness, integrity and responsible leadership.
i) Ensure all decisions comply with national and international regulations.
j) Equip leaders with risk assessment and mitigation capacities.

Expected Governance Outcomes

a) A forward-looking leadership team with capabilities to manage growth and innovation.
b) Streamlined, efficient decision-making supported by policy and structure.
c) Transparent financial and administrative practices.
d) An inclusive governance culture that values stakeholder contributions.
e) Strengthened institutional resilience, strategic foresight and regulatory compliance.
f) Sustainable growth anchored in ethical leadership.

Cross-Cutting Institutional Priorities

MRU shall integrate cross-cutting issues including:

a) Quality assurance

b) Peacebuilding

c) Gender equity

d) Disability inclusion

e) Environmental sustainability

f) HIV/AIDS prevention

Efforts will be made to diversify revenue sources, reduce tuition dependency, explore grants, endowments and commercial ventures. Robust internal and external auditing systems will be implemented to reinforce accountability. Additionally, MRU will develop a facilities maintenance programme to ensure campus infrastructure remains efficient and operational.

Institutional Culture

A strong institutional culture; reflecting shared values, beliefs, norms and traditions is vital for shaping the behaviours, interactions and aspirations of the MRU community. This culture will blend academic excellence with Buganda's rich cultural heritage.

Implementation Strategy:

a) Introduce all new students and staff to MRU's institutional values during onboarding.
b) Deliver cultural induction as part of orientation programmes.
c) Promote ethical leadership and values-based pedagogy among staff.
d) Infuse MRU's physical spaces with cultural symbolism; murals, clan symbols and traditional designs.
e) Hold regular events celebrating identity, language and tradition.
f) Embed MRU's values into HR, academic and student policies.
g) Promote service-learning initiatives that reflect MRU's spirit of 'ubuntu' (obuntubulamu), encouraging students to engage in community-driven projects.

Leadership Role: MRU's leadership; Vice Chancellor, DVCs, Deans, HoDs and administrators; shall model the institutional culture. Appointed "Values Champions" will promote and uphold institutional values across all departments and daily operations.

By strengthening human resources, leadership and governance systems, MRU is laying a strong institutional foundation for transformation, academic excellence and impactful service to Uganda and beyond.

PILLAR FIVE – FINANCIAL STEWARDSHIP

MRU continues to face financial constraints arising from a limited revenue base and a narrow range of income streams. As a private institution registered as a company limited by shares, MRU is ineligible to directly access public funding and charitable donations; a significant limitation compared to public universities. Additionally, persistent under-enrolment and the university's relatively modest market share, coupled with the low-income levels of the population it serves, restrict MRU's ability to charge and sustain competitive tuition rates.

A further challenge lies in the high operational cost of engineering education, which is offered at MRU's Main Campus of Kirumba-Masaka. While resource-intensive, this education remains financially out of reach for many prospective students. The limited allocation from the government's student loan scheme for private institutions further exacerbates the situation. Consequently, this financial fragility negatively impacts the university's academic standards, research output and ability to attract and retain high-calibre staff.

In response, MRU has developed a robust Financial Stewardship and Resource Mobilization Strategy to ensure long-term financial sustainability. By diversifying income streams, enhancing financial transparency and implementing cost-effective operational practices, the university seeks to strengthen her capacity to deliver on her academic, research and community engagement mandates. Strategic partnerships, alumni engagement and proactive fundraising efforts will underpin the university's financial resilience and future growth.

Strategic Goal

"To ensure the financial sustainability and growth of the university through prudent financial management, optimal resource utilization, diversification of revenue streams and unwavering commitment to transparency and accountability in all financial operations."

Strategic Objectives

a) Expand and diversify non-tuition revenue sources to enhance financial sustainability.
b) Improve budget efficiency and ensure optimal resource allocation to support academic and administrative priorities.
c) Establish and maintain a financial reserve to cater to contingencies and unforeseen expenditures.
d) Mobilize financial resources to support infrastructure development and research initiatives.

Key Strategic Activities (2025–2030)

a) Develop and maintain multi-year financial forecasts to guide strategic planning, with a target of increasing tuition-based revenue by 10% annually over the next five years.
b) Expand non-tuition revenue initiatives such as:

- Leasing university spaces and facilities.
- Offering market-relevant online and executive education programmes.
- Monetizing institutional services and infrastructure.

c) Strengthen financial planning, budgetary control and reporting systems to ensure sound financial governance.
d) Review and streamline the procurement policy, including the development of a pre-qualified supplier list for commonly procured goods and services.
e) Aggressively pursue external funding; including research grants, innovation funds and corporate sponsorships; from local and international donors.

f) Mobilize grants, professorial endowments, academic chairs and philanthropic donations from individuals, foundations and bilateral agencies.
g) Build strategic partnerships with the private sector and industry leaders to support programmes, scholarships, events and collaborative research projects.
h) Review and revise the tuition waiver policy to implement partial waivers and reduce the proportion of beneficiaries, ensuring sustainability and fairness.

Expected Outcomes

a) Strengthened financial stability through diversified income sources, efficient spending and sound resource management.
b) Increased stakeholder confidence resulting from transparent financial practices and consistent reporting.
c) Long-term financial viability supporting MRU's academic excellence, infrastructure expansion and student services.
d) Enhanced capacity to meet strategic goals through optimal allocation and utilization of resources.
e) Greater support from development partners and government due to credible and accountable financial stewardship.

Financial Sustainability Measures

a) Institutionalize Cost-Efficiency Audits: MRU will introduce annual cost-efficiency audits across all departments and units. These audits will identify redundancies, underutilized resources and areas for cost reduction. The audit outcomes will inform performance-based budgeting and enhanced procurement strategies, cultivating a culture of fiscal discipline, accountability and results-oriented planning.

b) Strengthen Digital Revenue Collection Systems: The university will invest in secure, digital platforms; including student portals, mobile money integrations, and real-time financial dashboards; to facilitate efficient revenue collection and financial management. Automation will improve transparency, provide ease of payment and enhance financial reporting and planning.

c) Reduce Outsourcing and Build Internal Capacity: To minimize operational costs, MRU will progressively reduce reliance on outsourced services in areas such as ICT, maintenance, catering and consultancy. The university will focus on upskilling internal staff, optimizing departmental functions and promoting multi-skilled roles to improve service delivery, efficiency and institutional resilience.

d) Diversify Institutional Income Sources: Recognizing the risks of overdependence on tuition, MRU will pursue diversified revenue generation strategies, including:

- Launching professional short courses, certifications and executive training aligned with industry demands.
- Establishing a consultancy bureau offering research and advisory services to the public and private sectors.

- Monetizing university facilities for conferences, accommodation and events.
- Establishing a fully functional Alumni Relations and Endowment Office to mobilize philanthropic contributions.
- Securing innovation grants, public-private partnerships (PPPs) and other infrastructure-related funding.

This multidimensional approach will transform MRU into a financially agile, entrepreneurial institution with greater autonomy and reduced vulnerability to external economic shocks.

Through prudent financial stewardship and strategic resource mobilization, MRU will secure her future as a resilient, forward-looking and competitive institution of higher learning. This pillar affirms the university's commitment to financial integrity, operational excellence and sustainable growth.

Revenue Streams and Funding Sources

In alignment with MRU's Strategic Plan (2025/26–2029/30), a comprehensive financial projection has been developed to guide revenue mobilization and ensure fiscal sustainability. Using the 2024/25 financial year as the base reference, and factoring in a conservative annual enrolment growth rate of 15% and a projected 10% annual financial growth rate; slightly above Uganda's national average of 6%; MRU anticipates substantial progress in strengthening her revenue base over the strategic period.

These projections account for institutional expansion, increased programme offerings, digital transformation and greater visibility through community and industry partnerships.

Projected Revenue Forecast (2025/26 – 2029/30)

Financial Year	Projected Revenue (UGX)
2025/26	6,877,522,588
2026/27	7,565,274,847
2027/28	8,321,802,332
2028/29	9,153,982,565
2029/30	10,069,380,821
Total (5 Years)	**UGX 42,000,000,000 (Rounded)**

This total projected revenue over the five-year period will serve as the financial backbone for implementing strategic interventions across the university's five strategic pillars.

Estimated Revenue Streams (2025/26 – 2029/30)

MRU shall diversify and strengthen her income-generating portfolio to reduce over-reliance on tuition fees. The estimated proportional contributions of key revenue streams are outlined below:

Revenue Stream	Estimated Contribution (%)	Description
Tuition and Functional Fees	60%	The primary source of institutional revenue. Growth will be driven by increased student enrolment, introduction of new market-relevant programmes, and expansion of blended learning modalities.
Grants and Donor Funding	10%	Competitive research grants from government agencies (e.g., UNCST), international development partners, and foundations will be actively pursued. MRU will also strengthen proposal development and grant management capacities.
Short Courses and Executive Education	10%	Modular, flexible programmes targeting professionals, SMEs, civil servants, and youth will be launched to generate income while expanding community impact.
Facilities Rental and Auxiliary Services	5%	Optimizing use of MRU physical infrastructure (lecture halls, auditoriums, accommodation) for hire during off-peak periods.
Consultancy and Knowledge Transfer Services	5%	Academic staff-led consultancy services for public and private sector clients across education, agriculture, business, legal and ICT sectors.
Endowments, Alumni Contributions and Philanthropy	5%	Through the establishment of a dedicated Alumni and Advancement Office, MRU shall develop targeted fundraising campaigns, including professorial chairs and scholarship funds.
Digital Platforms and E-learning Monetization	3%	Commercializing digital learning platforms, recorded course content, and online certification programmes.
Commercial Ventures (University Enterprises)	2%	Income from small-scale business ventures owned or managed by the university such as cafeterias, campus stores, and production units.

Percentage contribution of expected revenue streams



Revenue Streams Breakdown (Estimated % Contribution)

Revenue Source	% Share	2026	2030	5-Year Total (UGX)	Key Strategies
Tuition & Functional Fees	60%	4.13B	6.04B	25.2B	Improve enrolment, integrate digital fee collection, review fee structure
Grants & Donations	15%	1.03B	1.51B	6.3B	Develop proposals, target development partners, leverage faculty expertise
Short Courses & CPDs	10%	690M	1.00B	4.2B	Launch executive courses, certificate programs, weekend diplomas
Consultancy & Contracts	5%	345M	500M	2.1B	Build consultancy unit, align services with public sector demand
Venue Hire & Services	5%	345M	500M	2.1B	Commercialize underutilized spaces for events, training, or even accommodation
Alumni & CSR Donations	3%	207M	300M	1.3B	Create alumni endowment fund, launch structured giving campaigns
PPP Projects & Others	2%	138M	230M	900M	Collaborate with private sector for tech, housing, or sports partnerships

Estimates Budget Expenditures based on Strategic Pillars

Strategic Pillar	2026	2027	2028	2029	2030	Total (UGX)
Pillar 1 – Quality of Education	1.4B	1.5B	1.6B	1.8B	2.0B	8.3B
Pillar 2 – Research & Innovation	750M	825M	900M	990M	1.1B	4.57B
Pillar 3 – Community Engagement & Partnerships	500M	550M	605M	665M	730M	3.05B
Pillar 4 – Human Resource Devt. & Governance	900M	990M	1.1B	1.2B	1.35B	5.54B
Pillar 5 – Financial Stewardship	300M	330M	365M	400M	440M	1.84B
Pillar 6 – Marketing & Public Image	400M	440M	480M	525M	575M	2.42B
Pillar 7 – Infrastructure & Enabling Functions	2.0B	2.2B	2.4B	2.6B	2.9B	12.1B

	2026	**2027**	**2028**	**2029**	**2030**	**Total (UGX)**
Personnel Costs	2.75B	3.03B	3.34B	3.67B	4.03B	16.82B
Operational Costs	2.15B	2.40B	2.65B	2.90B	3.20B	13.30B
Recurrent Budget	1.97B	2.13B	2.33B	2.58B	2.84B	11.85B

Resources Gap Analysis Table (2026–2030)

Year	Estimated Budget Requirement (UGX)	Projected Revenue (UGX)	Projected Gap (UGX)
2026	6,877,522,588	6,295,770,000	**581,752,588**
2027	7,565,274,847	6,925,347,000	**639,927,847**
2028	8,321,802,332	7,617,882,000	**703,920,332**
2029	9,153,982,565	8,379,670,000	**774,312,565**
2030	10,069,380,821	9,217,331,000	**852,049,821**
TOTAL	**41,988,963,153**	**38,435,000,000**	**3,553,963,153**

Resources Mobilization Strategy

Source	2026	2027	2028	2029	2030	Strategy Highlights
Tuition & Functional Fees	3.2B	3.6B	4.0B	4.5B	5.0B	Improved enrolment, structured fee policies
Short Courses & IGA	500M	600M	700M	800M	900M	Professional short courses, consultancies
Grants & Donations	800M	900M	1.0B	1.2B	1.4B	Targeted donor engagement & Concept notes
PPPs / GoU Contributions	1.2B	1.3B	1.4B	1.5B	1.6B	Infrastructure-focused partnerships
Endowment & Alumni Giving	200M	250M	300M	350M	400M	Campaigns targeting SRs and high-value donors



Strategic Revenue Growth Enablers

To ensure consistent financial growth and revenue sustainability, MRU will pursue the following enablers:

a) **Expansion of Enrolment:** Through targeted marketing, diversification of academic offerings and digital education platforms, MRU aims to significantly increase both undergraduate and postgraduate student numbers across campuses.

b) **Digital Transformation:** Investment in ICT infrastructure will facilitate new income opportunities via e-learning, virtual programmes and digital certification models.

c) **Partnerships and MoUs:** Formal collaboration with government agencies, private sector actors and international institutions will unlock project-based funding, infrastructural support, and joint commercial ventures.

d) **Institutional Capacity for Grant Mobilisation:** MRU will institutionalize grant writing, tracking and administration mechanisms to increase success rates in securing external funding.

e) **Strengthening Alumni Relations and Advancement Office:** An alumni giving culture will be cultivated through events, recognition programmes and affinity campaigns.

f) **Asset Utilization and Infrastructure Monetization:** Underutilized institutional assets will be identified and converted into viable commercial ventures.

Conclusion

By adopting a multifaceted revenue strategy grounded in innovation, stakeholder engagement and prudent financial management, MRU is poised to transition into a financially resilient, autonomous institution. This strategy not only supports the successful execution of the Strategic Plan 2025–2030 but also ensures long-term institutional growth, agility and academic competitiveness in Uganda and beyond.





PILLAR SIX: MARKETING AND PUBLIC IMAGE OF THE UNIVERSITY

MRU seeks to significantly enhance her visibility, reputation and brand identity both locally and globally. A positive and consistent public image is not only essential for attracting prospective students, but also vital in engaging stakeholders, building strategic alliances and reinforcing the university's academic and societal contributions. This pillar focuses on cultivating a distinctive institutional identity that reflects MRU's values, strengths and achievements, while positioning the university as a leading centre of excellence, innovation and community impact.

Strategic Goal

"To build a strong, dynamic, and globally recognized brand that effectively communicates the university's values, achievements, and impact through integrated marketing, strategic communications and meaningful stakeholder engagement."

MRU shall implement a structured data-driven marketing and communications strategy targeting local and international audiences. This will involve market segmentation based on gender, region, socio-economic background and academic interest; particularly focusing on increasing male enrolment and addressing gender disparities in graduation rates. Social media, digital marketing,

community partnerships and international collaborations will serve as key outreach platforms.

MRU will also leverage enrolment, graduation, and application data to identify trends and refine targeting. Customer Relationship Management (CRM) systems will be implemented to track student engagement and personalize outreach. Student support services will be enhanced, and

To reinforce credibility, the university will strengthen strategic partnerships with the private sector, media outlets, development organisations and government entities. Alumni networks will be revitalised with active chapters that support university advancement, while enhanced student services and campus life will foster organic, word-of-mouth brand promotion.

MRU will invest in Customer Relationship Management (CRM) systems to personalize prospective student engagement and track communication effectiveness. Data from enrolments, applications, and graduation outcomes will guide evidence-based marketing decisions. A student ambassador programme will be rolled out to train peer recruiters, while collaborations with secondary schools, community-based organisations and religious institutions will help reach underrepresented demographics.

Regular monitoring and evaluation of key performance indicators (KPIs) will ensure the effectiveness of marketing campaigns, allowing for real-time adjustments based on audience feedback and emerging trends.



Sports as a Strategic Lever

MRU recognises sport as a powerful enabler of holistic student development, institutional visibility and community engagement. Sports promote physical wellness, mental health, discipline,

leadership and teamwork; critical life skills aligned with Uganda's Vision 2040 and the Sustainable Development Goals (SDGs).

Building on existing teams in football, netball and basketball, MRU will expand into athletics, volleyball, chess and table tennis to ensure inclusivity and broad participation. Strategic investments will be made in facilities, coaching and talent development. Participation in regional and national sports competitions will raise MRU's profile while contributing to national priorities in youth development and sports excellence.

Key Activities (2025–2030)

Marketing and Public Image

a) Develop and implement a comprehensive, data-driven marketing strategy to increase student enrolment by 15% annually over the next three years.
b) Position and communicate a clear and distinctive brand identity that reflects MRU's mission, strengths and competitive advantages.
c) Design and promote flexible, interdisciplinary short programmes tailored to meet the evolving needs of industry, public institutions and the private sector.
d) Publicise groundbreaking research, publications and high-impact academic collaborations with government and industry partners.
e) Establish partnerships with key stakeholders to create internship and mentorship opportunities.
f) Launch a comprehensive alumni engagement strategy, including newsletters, alumni spotlights, homecoming events and professional networking platforms.
g) Publish biannual impact reports highlighting MRU's achievements in education, research, innovation and community service.
h) Organise annual MRU Open Days to showcase academic programmes, innovations and student life; establish a dedicated PR team to manage media relations and communications.
i) Optimize MRU's official website to ensure real-time updates, mobile responsiveness, ease of navigation and accessibility to diverse audiences.
j) Create and maintain an International Students Information and Support Office.
k) Conduct annual stakeholder and student satisfaction surveys to improve service delivery and stakeholder experiences.
l) Establish a crisis communication protocol to mitigate reputational risks and maintain stakeholder trust.

Sports Development and Talent Management

a) Invest in structured university-wide competitions to identify and nurture sports talent.
b) Increase institutional visibility through participation in national and regional competitions.
c) Align sports with academic and career development pathways for student-athletes.
d) Promote wellness, inclusion, teamwork, and discipline across all student populations.



Expected Outcomes

a) Significantly enhanced visibility and public perception of MRU as a prestigious institution of higher learning.
b) Increased student enrolment resulting from well-targeted, effective marketing and improved admissions processes.
c) Sports will enhance the competency-based education model by supporting non-academic skills such as leadership, teamwork and personal resilience.
d) Sports achievements will elevate MRU's reputation, with players potentially contributing to national teams and attracting sponsorships.
e) Strengthened alumni relations, resulting in both financial and non-financial contributions to the university.
f) Improved stakeholder confidence through transparent, consistent and impactful communication.
g) A strong, unified MRU brand identity aligned with the university's mission, vision and strategic direction.
h) Increased market share, positioning MRU as a competitive and preferred university in Uganda and beyond.

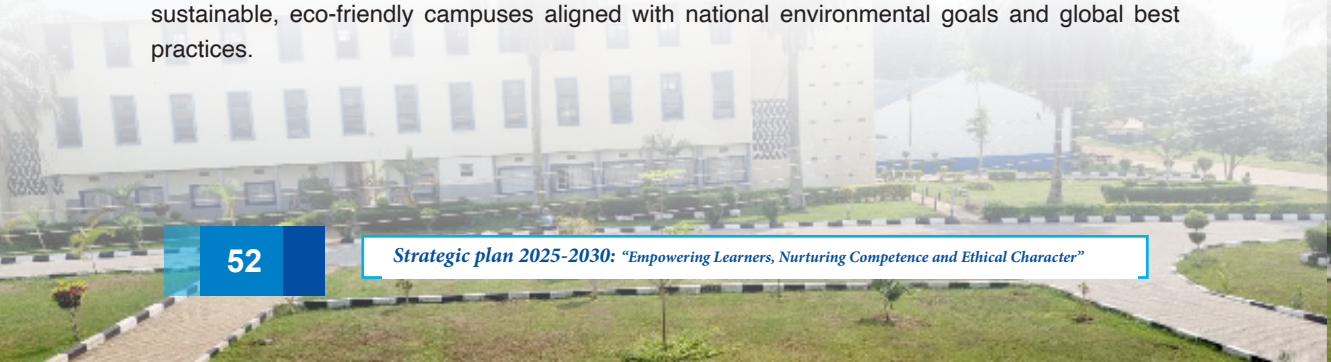
Conclusion

By prioritising marketing, communication and public image, MRU will position herself as a trusted, progressive and impactful academic institution. A strong public profile, reinforced by sports, alumni engagement and community partnerships, will attract top-tier students, faculty, and collaborators. This strategic pillar lays the foundation for sustained growth, brand credibility, and national relevance in higher education.

PILLAR SEVEN: INFRASTRUCTURE DEVELOPMENT AND ENABLING FUNCTIONS

Infrastructure development forms a critical foundation of MRU's Strategic Plan, aimed at creating modern, sustainable and student-centred environments that foster excellence in teaching, learning, research, and innovation. This pillar aligns with the university's overarching mission of becoming a centre of excellence, especially in its flagship disciplines such as engineering, agriculture, ICT, business studies, and health sciences.

MRU is committed to significantly expanding and modernizing her physical and digital infrastructure to support projected enrolment growth, emerging academic programmes and institutional transformation. Key priorities include upgrading lecture halls and laboratories, developing smart digital learning hubs, strengthening e-learning platforms, and improving student accommodation and recreational amenities. The university shall also develop a comprehensive Master Plan for sustainable, eco-friendly campuses aligned with national environmental goals and global best practices.



High-quality facilities and living conditions are integral to producing well-rounded graduates. MRU envisions graduates who excel not only academically but also through co-curricular enrichment, emerging as impactful citizens contributing to national development. Therefore, this pillar addresses not only physical infrastructure but also ICT systems, institutional support structures and the broader enabling environment for human capital development.

Strategic Infrastructure Development Priorities (2025–2030)

a) Modernise and upscale at least 50% of lecture halls and laboratories by 2029, including the construction of a new multipurpose complex housing lecture theatres and administrative offices.
b) Expand library spaces at both Kirumba and Kakeeka campuses to accommodate increased student populations and enhance academic resource access.
c) Establish a state-of-the-art Digital Learning Hub at Kirumba Campus, featuring smart lecture rooms, high-speed internet and interactive learning technologies.
d) Develop a centralized digital library with access to global research databases and scholarly resources.
e) Ensure full Wi-Fi coverage across all campuses, supporting seamless e-learning, research and administrative functions.
f) Construct additional hostels to increase student housing capacity by 40% and build modern residential units for visiting faculty and academic staff.
g) Establish the MRU Tech-Hub for entrepreneurship, business incubation and student-led innovation.
h) Digitize all core operations, including admissions, student records, payroll, procurement and examination management, to enhance operational efficiency.
i) Conduct annual infrastructure and resource audits to inform continuous improvement and targeted investments.

Expected Outcomes

a) Enhanced teaching and learning through modern, technology-enabled academic environments.
b) Greater access to quality academic resources for students, faculty and researchers.
c) Improved student satisfaction and retention due to upgraded accommodation, safety and campus amenities.
d) A more inclusive and accessible campus environment for students with disabilities and marginalized groups.
e) A sustainable, eco-conscious university infrastructure aligned with global green standards.

Campus Footprint and Strategic Land Assets

MRU's physical footprint spans two accredited campuses and two other properties:

a) Main Campus of Kirumba Campus (88 acres) – Main campus located one kilometre from Masaka Town.

b) Kakeeka–Mengo Campus (6 acres) – Situated three kilometres from Kampala City Centre.

c) Buweekula property, Mubende (3.5 acres) – Located 80 km from Kampala; earmarked for renovation and accreditation.

d) Sozi Land, Kalangala District (65 acres) – Designated for agricultural research and development.

These facilities offer enormous potential for institutional growth, innovation and diversification of academic services.

Buweekula Property, Mubende Revitalisation

MRU shall reactivate the Mubende property and get it accredited, focusing on Nursing and Public Health programmes to address Uganda's urgent need for trained healthcare professionals. This initiative responds to the increasing burden of disease, healthcare workforce shortages; especially in rural areas and the national strategy to strengthen community health systems. The campus will support Buganda Kingdom's health initiatives and create employment pathways for youth in the medical and public health sectors.

University Farm at Sozi Land, Kalangala





As part of her long-term strategy in agribusiness, MRU will establish a University Farm on its 65-acre land in Kalangala. The farm will serve as a teaching, research and commercial agribusiness hub, contributing to Uganda's agricultural transformation agenda and Buganda Kingdom's economic development goals.

Key phases (2026–2028) will include:

a) Infrastructure development and pilot crop/livestock production (e.g., maize, coffee and bananas).

b) Launch of student internships and community training programmes in modern farming.

c) Strategic partnerships with agribusiness firms, NGOs and government for technical and financial support.

d) Promotion of agricultural education, value addition and innovation.



ICT and Enabling Functions

Enabling functions are the backbone of MRU's operational success. These systems support the effective implementation of all strategic goals by enhancing institutional efficiency, accountability and service delivery. A core focus is on digitising operations, modernising ICT infrastructure and strengthening institutional governance, capacity and student/staff support services.

MRU shall implement a centralized ICT and Data Management System to facilitate real-time decision-making, accountability and analytics. This digital transformation will encompass admissions, results processing, human resources, financial systems, procurement and research administration.

The MRU-ICT Strategy will enhance performance in teaching, research, and administration by integrating tools such as Learning Management Systems (LMS), Virtual Learning Environments (VLEs), Open Educational Resources (OERs), Smart Boards, and secure online assessments. Staff and students will receive structured training in digital literacy, cybersecurity and the use of tools such as Python, R, MATLAB, SPSS and AI platforms.

Key ICT Infrastructure and Enabling Activities

a) Upgrade existing systems into a fully integrated Enterprise Resource Planning (ERP) system covering finance, HR, academics and administration.
b) Launch a university-wide staff development programme in ICT proficiency and operational best practices.
c) Develop modern sports infrastructure to support physical wellness and institutional visibility.
d) Construct additional infrastructure to improve staff and student working and living environments.
e) Mobilise funding to support co-curricular activities and student development programmes.
f) Mainstream cross-cutting issues including HIV/AIDS, gender equity, disability inclusion and environmental conservation.
g) Promote inclusive planning and budgeting through gender-responsive strategies.

Expected Outcomes

a) Improved institutional efficiency, transparency and accountability in governance and administration.
b) Increased staff capacity and productivity through upskilling and digital empowerment.
c) A sustainable, diversified financial model with reduced over-reliance on tuition revenue.
d) Robust systems for institutional monitoring, risk management, and performance tracking.
e) Modernized physical and digital infrastructure supporting MRU's academic and strategic ambitions.

Conclusion

Pillar Seven represents a transformative agenda for MRU's institutional development. By investing in modern infrastructure, digital systems and enabling support functions, the university will create a high-performing academic environment conducive to learning, innovation and global competitiveness. These strategic investments will not only enhance MRU's reputation and visibility but also empower the university to fulfil her mission of producing industry-ready graduates, advancing research and contributing meaningfully to Uganda's national development.



CHAPTER FOUR:

IMPLEMENTATION STRATEGY

4.1 Introduction

This chapter outlines the strategy for operationalizing MRU's Strategic Plan, ensuring the university's vision and objectives are effectively translated into action. The implementation framework defines clear responsibilities, resource allocation, timelines, and mechanisms for performance tracking and evaluation.

To ensure the successful execution of this Strategic Plan, the following must be clearly articulated:

a) The distinct roles and responsibilities of various university organs; and
b) Key institutional outputs and performance indicators (detailed under the Monitoring & Evaluation Framework).

This structured approach is designed to promote coordination, accountability and institutional alignment throughout the implementation process.

Table 8: Roles of Key University Organs

Organ	Roles and Responsibilities
University Council	• Ensure adherence to University policies to support effective execution of strategic activities. • Approve budgets, financial appropriations, and Strategic Plans. • Monitor the implementation of strategic interventions. • Review and endorse corrective actions and recommendations from Top Management to enhance plan execution.
Top Management	• Oversee the daily operations of the university and ensure optimal utilization of resources for teaching, research and administrative excellence.
Planning and Development Office	• Serve as the lead unit in monitoring and evaluating the progress of the Strategic Plan.
Faculties and Departments	• Develop and implement departmental workplans aligned with the overarching Strategic Plan. • Coordinate the activities of departments under their jurisdiction to ensure successful implementation. • Submit quarterly progress reports to Top Management through the Planning and Development Office.

.2 Implementation Approach

All implementing units shall establish annual performance targets and prepare corresponding workplans. Departmental quarterly reports will be consolidated into a university-wide performance report, which will inform annual reviews and forward planning. These reviews will provide opportunities for strategic course correction and realignment.

The Strategic Plan is designed to offer both structure and flexibility; accommodating annual and multi-year priorities as institutional needs evolve.

4.2.1 Institutional Arrangements

Implementation of the Strategic Plan will follow MRU's organizational structure. The **University Council**, as the supreme governing body, shall provide strategic oversight, while **Management and Senate**, with Council approval, shall ensure plan execution.

Key institutional arrangements include:

a) Cascading the Strategic Plan to all university levels to facilitate widespread ownership and accountability.
b) Identifying "quick wins" by the end of Year 1 to demonstrate strategic momentum.
c) Reviewing and developing supportive policies and guidelines continuously.
d) Establishing a performance management system to drive strategic outcomes.
e) Aligning reward and recognition mechanisms to support strategic objectives.
f) Integrating planning, budgeting and decision-making with the strategic priorities.
g) Developing and implementing an internal and external communication strategy to foster transparency and two-way feedback among stakeholders.

4.2.2 Sustainability Arrangements

Institutional Sustainability

Sustainability is vital for MRU's resilience and long-term success. The university is committed to fostering:

a) Entrepreneurial thinking across faculties and support units.
b) Applied, practical and project-based learning models.

Sustainability frameworks will be embedded across the university's academic, operational and community engagement functions to support continuous improvement.

Financial Sustainability

MRU shall develop robust financial sustainability mechanisms, including:

a) Proactively engaging with development partners, private sector actors and government ministries for funding and project-based collaborations.

b) Developing compelling business cases and proposals to support revenue mobilization.

c) Implementing **zero-based budgeting** to allocate resources based on actual needs rather than historical precedent.

d) Periodically reviewing tuition and service fees to reflect cost realities while maintaining accessibility and competitiveness.

e) Strengthening internal controls, including rigorous authorization and reporting protocols.

4.3 Communication and Feedback Mechanisms

A clear and transparent communication strategy will be essential for stakeholder engagement and information flow. The strategy aims to promote awareness of MRU's goals, progress and achievements, while providing open channels for feedback and stakeholder input.

Key elements include:

a) Appointment of an official university spokesperson for unified communication, especially during critical incidents.

b) Organization of public engagement activities such as Open Days, Cultural Fairs, and Community Outreach Programmes.

c) Integration of feedback loops across all units to inform continuous improvement and policy refinement.

4.4 Key Implementation Phases

Phase	Timeframe	Key Activities
Phase 1: Planning and Preparation	Year 1 (2025)	Conduct baseline assessments to identify existing performance gaps and resource needs. Develop detailed, pillar-specific workplans aligned to the university budget. Establish implementation committees for each strategic priority, with clearly defined mandates.
Phase 2: Execution	Years 1–5 (2025–2029)	Implement planned initiatives across faculties and departments. Allocate resources; financial, human, and physical; to strategic areas. Conduct capacity-building programmes to strengthen staff competencies for implementation.
Phase 3: Monitoring and Mid-Term Review	Years 2–3 (2026–2027)	Conduct quarterly and annual progress reviews. Undertake a comprehensive mid-term evaluation to assess results, address gaps, and refine strategies.
Phase 4: Final Evaluation and Reporting	Year 5 (2029)	Conduct final impact assessment using pre-established performance indicators. Document best practices, lessons learned and challenges. Prepare a comprehensive end-of-cycle Strategic Plan report for stakeholders.

4.5 Critical Success Factors

Successful delivery of MRU's Strategic Plan will depend on several **Critical Success Factors (CSFs):**

a) **Effective Leadership and Governance**: *Action:* Strengthen governance organs (Council, Senate, Committees), and offer strategic leadership training for senior administrators.

b) **Sustainable Financing**: *Action:* Diversify revenue streams through tuition, research grants, donor support, and university enterprises; adopt robust financial planning frameworks.

c) **Stakeholder Engagement**: *Action:* Involve students, faculty, alumni, development partners, and local communities in planning, execution, and feedback processes.

d) **Skilled and Committed Workforce**: *Action:* Invest in professional development, mentorship and structured career progression to attract and retain talent across academic and administrative domains.

4.6 Expected Outcomes

a) Timely and effective implementation of strategic initiatives across all seven pillars.

b) Enhanced institutional capacity to deliver quality education, research and community engagement.

c) Strengthened trust and satisfaction among internal and external stakeholders.

d) Elevated visibility and reputation of MRU as a premier institution of higher learning in Uganda and beyond.

Conclusion

The Implementation Strategy provides a clear, actionable framework for translating MRU's vision into tangible outcomes. Through strong leadership, prudent resource management, institutional alignment and stakeholder engagement, the university is well-positioned to achieve her strategic objectives and reaffirm her role as a beacon of excellence in higher education, innovation and community development.



CHAPTER FIVE:

MONITORING AND EVALUATION STRATEGY

5.1 Introduction

An effective Strategic Plan must be accompanied by a robust Monitoring and Evaluation (M&E) framework to ensure that implementation remains focused, timely and impactful. M&E provides real-time feedback, facilitates early identification of implementation bottlenecks, minimizes the risk of budget overruns or delays and ultimately enhances the effectiveness, efficiency,and value-for-money of all strategic initiatives.

This chapter outlines the mechanisms through which Muteesa I Royal University (MRU) will systematically track, assess and report progress on the implementation of its Strategic Plan 2025–2030. It defines objectives, expected outcomes, key actions, performance indicators, reporting tools and institutional responsibilities across all levels of the university.

5.2 Objectives of the Monitoring & Evaluation Strategy

The M&E Strategy is designed to serve the following core objectives:

a) To systematically track progress in the implementation of MRU's strategic goals and objectives.
b) To assess the effectiveness, efficiency and impact of strategic programmes, interventions and activities.
c) To generate evidence-based insights that inform strategic decision-making and promote continuous institutional learning.
d) To foster accountability and transparency in the use of resources, both financial and non-financial.
e) To actively engage internal and external stakeholders in assessing university performance and development outcomes.

5.3 Expected Outcomes of the M&E System

The anticipated results of a functional M&E system include:

a) Improved, evidence-based decision-making grounded in timely and accurate performance data.
b) Heightened institutional accountability and operational transparency across all departments and units.
c) Proactive identification and resolution of implementation challenges.
d) Enhanced stakeholder trust, confidence and satisfaction driven by demonstrated responsiveness and measurable results.



5.4 M&E Processes and Institutional Framework

The Monitoring and Evaluation framework shall empower faculties, schools, directorates and departments to take proactive leadership in translating institutional goals into operational realities. Strategic objectives will be disaggregated into departmental performance targets, which will form the basis for programmatic interventions, projects and individual staff deliverables.

The **Deputy Vice Chancellor (DVC)**, through the **Planning and Development Office**, shall lead the coordination of all M&E activities. The **University Council** shall provide strategic oversight, receive periodic reports and offer policy direction based on empirical findings. The DVC's Office shall establish a fully functional M&E system and coordinate M&E linkages across academic and administrative units.

5.4.1 Baseline Data Collection

Establishing accurate baseline data is vital for meaningful monitoring. The **Management Information System (MIS)**, under the direction of the Planning and Development Office, shall develop standardized data collection tools and instruments. These instruments shall be approved by the University Council and used by departments to conduct baseline assessments within the first year of implementation. Data collected shall serve as the benchmark for measuring progress across the plan's lifecycle.

5.4.2 Monitoring Mechanism

Monitoring will be a continuous, participatory process that enables the university to track inputs, activities, outputs and outcomes at every stage of implementation. It shall involve all levels of university staff under the guidance of the Planning and Development Office.

The Office shall:

a) Collect, consolidate and analyze monitoring data.

b) Provide technical assistance for capacity building in M&E.

c) Issue quarterly and annual implementation progress reports.

d) Ensure alignment between implementation and Strategic Plan objectives.

5.4.3 Core Elements of Monitoring

Monitoring shall focus on the following results chain:

a) **Inputs:** Financial, human, and material resources allocated to activities.

b) **Activities:** Actions undertaken to deliver planned outputs (e.g., training, outreach, curriculum review).



c) **Outputs:** Tangible, immediate results of the activities (e.g., number of graduates, workshops held).

d) **Outcomes:** Medium-term changes resulting from outputs (e.g., improved student retention, graduate employability).

e) **Impact:** Long-term transformational effects (e.g., MRU's contribution to national development, regional visibility).

5.4.4 Evaluation Process

Two comprehensive evaluations will be conducted:

a) **Mid-Term Evaluation (Year 3):** Led internally, focusing on implementation effectiveness, alignment with targets, and adjustment needs.

b) **Final Evaluation (Year 5):** Conducted by an independent external evaluator to assess the overall success of the plan, impact on the university, and sustainability of outcomes.

Each evaluation will be guided by clear **Terms of Reference (ToR)** and will address the following:

a) Successes and failures of specific strategic components.

b) Progress towards achieving the plan's objectives and targets.

c) Adequacy and utilization of resources mobilized for implementation.

5.5 Reporting Framework

All implementing units shall submit **semester-based narrative reports** accompanied by performance scorecards. These reports will highlight:

a) Strategic objectives and their associated performance indicators.

b) Progress made against targets and any deviations.

c) Key implementation challenges (internal and external).

d) Corrective measures proposed or undertaken.

e) Activities planned for the next period (semester or academic year).

Quarterly institutional reports shall be compiled and submitted to Top Management and the University Council to inform decision-making and stakeholder engagement.



5.6 Key M&E Actions

The following strategic actions shall be taken to strengthen MRU's M&E function:

a) Identify opportunities to improve institutional performance and resource utilization.
b) Revise strategic actions and targets where required.
c) Prepare and disseminate periodic institutional reports (quarterly, mid-term, and annual).
d) Engage stakeholders with evidence of progress and feedback incorporation.
e) Embed sustainability considerations in all programmes and initiatives.
f) Deepen understanding of institutional operating environments and stakeholder needs.
g) Demonstrate institutional value and impact to external partners and funders.
h) Use M&E insights to inform future programme and strategy design.
i) Institutionalize data-driven decision-making and organizational learning.
j) Showcase MRU's commitment to results, accountability and continuous improvement.

To ensure these are achieved, **Key Performance Indicators (KPIs)** shall be fully integrated into all levels of the M&E system.

5.7 Key Performance Indicators (KPIs)

MRU shall adopt a results-based performance system. Key indicators to be tracked include:

a) Annual growth in student enrolment across all programmes.
b) Number of grant proposals developed and successfully submitted.
c) Number of MOUs signed and operationalised with local and international partners.
d) Research projects initiated and peer-reviewed publications disseminated.
e) Number of staff trained under MRU's staff development framework.
f) Number of academic programmes reviewed, accredited, or newly introduced.
g) Proportion of established positions filled annually.
h) Volume and diversity of community outreach and engagement initiatives.
i) Number of stakeholder engagement events held (e.g., public lectures, conferences, workshops).

5.8 Linking M&E with Annual Performance Management

Performance monitoring shall be continuous and structured across departments, faculties and administrative units. Annual evaluations will compare actual performance against planned targets and shall inform:

a) Resource allocation decisions.
b) Human resource deployment and optimization.
c) Re-prioritization of projects and activities.
d) Strategic adjustments and realignment of interventions.

For each strategic objective, a detailed action plan with specific activities, timelines, responsible parties, required resources and Key Performance indicators (KPIs) is provided in **appendix 1**. This will enhance accountability and facilitate effective monitoring and evaluation.

This Monitoring and Evaluation Framework is a living document and shall be reviewed periodically to reflect emerging priorities, shifting contexts, and stakeholder feedback. It reinforces MRU's commitment to measurable impact, institutional accountability, and continuous improvement across all pillars of the Strategic Plan 2025–2030.

Conclusion

Through a robust Monitoring and Evaluation Strategy, MRU will institutionalize a culture of performance excellence, data-driven governance, and stakeholder accountability. This framework ensures that the Strategic Plan 2025–2030 is not only effectively implemented but also delivers transformational impact, institutional credibility, and long-term sustainability.



CHAPTER SIX:

RISK MANAGEMENT

Effective risk management is a cornerstone of institutional resilience and long-term sustainability. For Muteesa I Royal University (MRU), safeguarding her operations, assets and reputation requires a proactive and integrated approach to risk identification, assessment, mitigation and monitoring. This chapter outlines a risk management strategy designed to ensure MRU remains agile, adaptive and secure in pursuit of its strategic objectives.

To institutionalize this function, MRU shall develop a University-wide **Risk Management Plan**, categorizing identified risks by their likelihood and impact using a tiered rating system: **High (H), Medium (M), and Low (L)**. This plan will articulate clear mitigation strategies and responsible units to ensure effective and timely responses.

6.1 Objectives of the Risk Management Strategy

The specific objectives of MRU's risk management framework are to:

a) **Proactively identify potential risks** that could adversely impact MRU's operations, reputation, resources and strategic direction.
b) **Develop and deploy mitigation strategies** that reduce the likelihood and potential impact of identified risks.
c) **Integrate risk intelligence** into decision-making, institutional planning and performance management systems.
d) **Foster a culture of accountability, awareness and preparedness** across all functional levels of the University.

6.2 Key Priority Activities

To operationalize the Risk Management Plan, the University will undertake the following strategic actions:

a) **Establish a dedicated Risk Management Committee** responsible for overseeing all risk-related activities, reviewing institutional risk registers and approving mitigation measures.
b) **Develop a formal risk management framework**, inclusive of institutional policies, procedures and standard operating guidelines for risk assessment and control.
c) **Conduct a university-wide risk mapping exercise** to identify potential risks across academic programmes, financial operations, infrastructure, compliance, institutional governance, ICT, human resources and public reputation.
d) **Create and maintain a centralized Risk Register**, capturing risk descriptions, ratings, mitigation strategies, responsible actors, timelines and status updates.
e) **Formulate tailored risk mitigation and response plans** for high-priority risks, including contingency strategies, early warning systems and decision escalation protocols.

f) **Conduct training, awareness and sensitization sessions** across all staff, faculty, and student populations to promote a culture of risk awareness and open communication.
g) **Develop institutional Business Continuity Plans (BCPs)** and Crisis Management Protocols to manage critical disruptions, including public health emergencies, cyber-attacks, utility outages, political unrest and natural disasters.
h) **Establish a robust Disaster Recovery Plan (DRP)** for critical functions such as ICT systems, academic delivery, examinations and finance operations to ensure service continuity.

6.3 Roles and Responsibilities

Risk management is a shared responsibility that requires clarity in roles and accountability structures. The following entities shall be responsible for implementation:

a) **University Council**: Provides oversight, approves the risk management framework and monitors institutional compliance in line with policies and national regulations.

b) **University Management Committee**: Coordinates and operationalizes the risk strategy, conducts periodic risk reviews and ensures the institutionalization of best practices.

c) **Heads of Departments and Faculties**: Identify department-specific risks, implement mitigation strategies and report regularly to top management through the Planning and Development Office.

d) **Administrative and Faculty Officers**: Monitor risk indicators, maintain departmental risk registers and report risk events or vulnerabilities.

e) **All Staff and Students**: Participate in institutional risk awareness programs and are encouraged to report hazards or suspected vulnerabilities through formal reporting channels.

6.4 Risk Framework Components

The MRU Risk Management Framework; detailed in **Appendix 2**; includes:

a) **Identification** of operational, financial, reputational, and strategic risks.
b) **Assessment** of likelihood, severity, and risk ratings using a standardized evaluation matrix.
c) **Mitigation planning**, including preventive actions, contingency frameworks and resource allocation.
d) **Monitoring and Reporting** mechanisms to track risk management performance and flag emerging threats.



6.5 Priority Implementation Timeline

Timeline	Key Activity	Responsible Unit
Months 1–3	Develop university-wide risk management framework	Risk Management Committee
Months 4–6	Conduct baseline risk assessments and establish institutional risk register	All Departments
Months 6–12	Implement mitigation plans for high-priority risks	Risk Management Committee
Year 1–Ongoing	Monitor and evaluate mitigation efforts; update risk register quarterly	M&E and Planning Office
Year 1–2	Establish Business Continuity and Disaster Recovery Plans	Administrative Leadership
Year 1–Ongoing	Deliver continuous training and capacity-building on risk management practices	HR and Risk Management Teams

6.6 Expected Outcomes

As a result of implementing the Risk Management Strategy, MRU expects to achieve the following:

a) **Increased institutional preparedness** to respond effectively to disruptions, shocks, and uncertainties.
b) **Reduced vulnerability to financial, reputational, operational and legal risks**, ensuring institutional continuity and academic excellence.
c) **Enhanced stakeholder trust and credibility**, through demonstrated commitment to proactive governance and risk-informed decision-making.
d) **A stronger, more resilient university** that is agile, adaptive and positioned to navigate an increasingly complex higher education environment.

Conclusion

By embedding risk management into every facet of governance, operations and academic planning, MRU will strengthen her resilience and maintain focus on her core mission: delivering transformative education and fostering sustainable development. This risk-conscious approach is not just a safeguard; it is a strategic imperative for achieving institutional excellence, attracting funding and ensuring long-term sustainability in a rapidly evolving national and global landscape.



CHAPTER SEVEN:

STRATEGIC PROJECT PROFILES

Muteesa I Royal University (MRU) is embarking on a series of transformative development projects designed to strengthen academic excellence, institutional infrastructure, digital capacity, research productivity and community engagement. These strategic projects are aligned with MRU's 2025–2030 Strategic Plan and aim to position the university as a national leader in higher education, innovation and service delivery.

7.1 Upgrading of Electronic Library Services

Project Profile: Extension and Modernization of Libraries at Kirumba and Kakeeka Campuses

This initiative seeks to upgrade and modernize library facilities at both campuses by improving infrastructure, expanding collections, digitizing services and enhancing user experience. A key feature includes the implementation of the Koha Integrated Library System (ILS), an open-source, cost-effective platform that streamlines library management and enhances access.

Objectives

a) **Resource Enhancement:** Add 1,000 new books to diversify and update the library collection.
b) **Digital Integration:** Install 50 new computers to support digital learning and research.
c) **System Modernization:** Implement the Koha ILS to streamline operations and optimize user experience.

Implementation Plan and Cost Estimates

Component	Description	Estimated Cost (UGX)
Books Procurement	1,000 titles at UGX 100,000 each	100,000,000
Cataloging and Processing	Data entry, classification, labelling	10,000,000
Computers	50 units at UGX 2,000,000	100,000,000
Networking and Installation	Campus-wide library internet infrastructure	20,000,000
Koha ILS and Software	Licensing, customization, hosting	80,000,000
Training and Onboarding	Staff and librarian training	20,000,000
Infrastructure Improvements	Renovations and furnishings	20,000,000
Total Estimated Cost		**350,000,000**

Conclusion

This investment will significantly enhance the library environment and digital capacity at MRU, fostering a more interactive and inclusive academic experience.

7.2 Development of Concrete and Soil Science Laboratories

Project Profile

This project aims to establish state-of-the-art laboratories in concrete and soil science to support civil engineering, agriculture and environmental sciences. These facilities will serve as training, research and consultancy centres, addressing both academic and industry needs.

Objectives

a) Provide hands-on training for students in engineering and agriculture. b) Facilitate advanced research in concrete technology and soil science. c) Offer consultancy services to industry stakeholders.

Scope of Work

a) Design and construct laboratory spaces (250 sq. meters).

b) Procure and install cutting-edge laboratory equipment.

c) Recruit and train qualified technical personnel.

Detailed Cost Estimates (UGX)

Component	Cost
Facility Development	200,000,000
Safety & Compliance	50,000,000
Concrete Lab Equipment	195,000,000
Soil Science Equipment	98,000,000
Staff Training	30,000,000
Operational Costs (Year 1)	15,000,000
Total Capital Investment	**1,193,000,000**
First-Year Operational Budget	**290,000,000**

Sustainability Plan

- Offer testing and consultancy services to the public.
- Collaborate with government and private sector entities.
- Conduct professional training workshops.

Conclusion

This project supports national goals in science and technology and positions MRU as a centre of excellence in practical, applied sciences.

7.3 Establishment of Department of Agriculture and Agri-Business

Project Profile

This project will establish a new department offering academic programs and research in agriculture and agri-business, leveraging partnerships with institutions such as NARO.

Objectives

a) Offer cutting-edge undergraduate programs in agriculture and agri-business.
b) Conduct impactful research to solve agricultural challenges.
c) Engage farmers and stakeholders in knowledge transfer.

Funding Requirements

Description	Amount (UGX)
Initial Investment	80,000,000
Annual Operational Costs	40,000,000

Sustainability Strategy

a) Income-generating activities (e.g., consultancy, short courses).
b) Government and donor support.

Conclusion

This initiative will enhance Uganda's agricultural education and catalyze community development.

7.4 Multipurpose and Administrative Block

Project Profile

A comprehensive infrastructure development project at Kakeeka Campus to house administrative offices, lecture halls, and a large multipurpose hall.

Objectives

a) Provide modern lecture halls with smart teaching aids.
b) Establish a centralized and accessible administrative block.
c) Develop a multi-use auditorium for events and academic gatherings.

Estimated Cost (UGX)

Item	Amount
Construction	4,000,000,000
Furnishing & Equipment	1,000,000,000
Professional Fees	500,000,000
Contingency	500,000,000
Total	**6,000,000,000**

Sustainability Plan

a) Funded via loans, Buganda Kingdom support, and donor grants.

b) Income from venue rentals.

Conclusion

The project will significantly enhance service delivery, student experience, and institutional identity.

7.5 Upgrade of ICT Infrastructure and Digital Systems

Project Title: MRU Digital Transformation Project

Objectives

a) Upgrade internet infrastructure across all campuses.
b) Enhance learning, research, and administration through digital platforms.
c) Strengthen data privacy and cybersecurity.
d) Promote digital equity.

Key Budget Areas (UGX)

Component	Cost
Infrastructure & Wi-Fi	200,000,000
Hardware	100,000,000
Software & Licensing	50,000,000
Cybersecurity	20,000,000
Training & Capacity Building	30,000,000
Total	**400,000,000**

Conclusion

This digital upgrade will transform MRU into a future-ready, technology-driven institution.

7.6 Research, Innovation, and Entrepreneurship Incubation Centre (MRU-RIEIC)

Project Summary

This center will catalyze innovation by providing incubation space, mentorship, training, and seed funding to students and faculty innovators.

Objectives

a) Foster research commercialization and applied innovations.
b) Support student-led start-ups.
c) Strengthen partnerships with industry and government.

Budget Summary (UGX)

Component	Cost
Facility & Equipment	20,000,000
Incubation Programs	30,000,000
Seed Funding	50,000,000
Operational Costs	20,000,000
Total	**120,000,000**

Conclusion

The center will transform MRU into a vibrant innovation hub aligned with Uganda's Vision 2040.

7.7 Multi-Sports Arena Development

Project Title: MRU Multi-Sports Arena

Objectives

a) Promote talent development and national representation in sports.
b) Provide professional sports training facilities.
c) Enhance student wellness and institutional pride.

Key Components

a) Indoor sports hall for basketball, volleyball, gym, etc.

b) Upgraded football, netball, and athletics facilities.

c) Talent development programs with professional coaches.

Budget (UGX)

Item	Cost
Equipment	80,000,000
Coaching & Programs	30,000,000
Construction	200,000,000
Maintenance	40,000,000
Total	**350,000,000**

Funding Strategy

a) Sponsorships, annual sports fees, merchandise sales.

Conclusion

The arena will be a beacon of youth development and sports excellence, positioning MRU as a leader in physical education and wellness.

Appendix 1:

Pillar One – Teaching and learning

Strategic Actions	Key Performance Indicators	Timelines	Responsibility
Digital infrastructure development, which shall include upgrading the campus internet connectivity and Wi-Fi across all (3) MRU campuses.	• WIFI- up time activity • Av, Internet speed • Students to Access pointration	**2025-2028**	• Vice Chancellor • Head of ICT
Establishing Smart Lecture rooms, computer labs, and digital libraries.	• No of lecture rooms -Smart	**2026-2028**	• Vice Chancellor • All Faculty Deans • Librarians
Deploy cloud-based systems for academic and administrative operations.	• % of Core Systems • Migrated to Cloud • User Adoption Rate • Data Backup Frequency	**2025-2026**	• D.Vice Chancellor • Head of ICT
Curriculum and programme development for all courses, to Integrate ICT and AI modules across all programme (e.g. AI in Engineering, Agriculture, Business, Education) to integrate skills and values	• No of courses with ICT - specific components	**2025**	• D.Vice Chancellor • All Faculty Deans
AI-Powered Administration, by introducing AI tools for student records, admissions, e-learning platforms and academic advising.	• No of, e-learning platforms and academic advising	**2025**	• Head of ICT • All Faculty Deans
Student and staff capacity building by organising AI and digital literacy bootcamps for students and staff.	• No of Student and staff involved in capacity building	**2026-2027**	• All Faculty Deans • Head of ICT
Develop at least three new market-driven programs by 2030, particularly in emerging fields, per faculty	• No of Courses / programs per faculty	**By 2030**	All Faculty Deans

Partner with tech companies (e.g., Google, MTN, Microsoft) for certifications and internships.	No of Partnerships developed	**2025-2027**	Vice Chancellor Head of ICT
Build capacity for staff and students in Data Science & Analytics	• No of staff and students in Data Science & Analytics	**2025- 2028**	• All Faculty Deans • Head of ICT
Acquisitions of more library resources at all campuses for all programs, subjects that form the critical path	• % of students and staff with access to e-resources and databases (on/off campus)	**2025**	• D.Vice Chancellor • Uni. Librarians' • All Faculty Deans
Strengthen industrial training, and internship and apprenticeship	• Growth rate for industrial training, and internship and apprenticeship	**2028-29**	All Faculty Deans
Undertake tracer studies to get feedbacks on the employability and capacity for graduate self-employment	• No trace studies conducted	**Every 2 Yrs**	Quality Assurance

Pillar Two Research, innovation and publications				
	Establish at least one (1) fully operational research centres of excellence by 2030.	• Fully registered and resourced center's in priority field	**2029-2030**	Head Graduate Center
	Provide internal funding for a minimum of 15 faculty-led research projects annually.	• No of faculty-led research projects annually.	**Annually**	All Faculty Deans
	Foster partnerships with other academic institutions, government bodies, industries, and NGOs to collaborate on joint research projects.	No of partnerships developed and operationalized	**2025-2028**	Head Graduate Center All Faculty Deans

	Establish an innovation fund to support at least 10 student and staff projects annually.	• Legal, financial, and operational setup • completed Number of Prototypes or • Pilots Developed innovation boot-camps, pitch events, or design-thinking workshops	**2025-2027**	Vice Chancellor Head of Graduate Studies
	Conduct regular (3 session annually) Grants writing workshops and training sessions for researchers on how to write compelling research proposals to attract funding from national and international agencies.	• No of Grants writing workshops and training sessions for researchers	**Annually**	Head of Graduate Studies
	Establish / review the existing institutional review board, very 3 years cycle, to enforce ethical research conduct	• institutional review board-Reviewed and re-commissioned	**2025-2027**	D. Vice Chancellor
	Form partnerships with 3 other leading universities and research institutions for joint projects.	• No of partnerships with leading universities	**2025-2027**	All Faculty Deans Head of Graduate studies
	Establish spaces for research commercialization, allowing researchers to translate their findings into products, patents, or startups then promote the commercialization of research outcomes in the form of products, processes and services	• No research •commercialized	**2028-2030**	Head of Graduate Studies
	Financially Support early career researchers with mentoring programs for early career researchers and PhD students to help them build successful research careers.	• No of early career researchers Supported	**Annually**	D. Vice Chancellor. Head of Graduate Studies

	Support the Graduates centre to use research results for project development	• No of to research results used for project development	**Annually**	Head of Graduate Studies
Pillar Three - Community Engagement and Partnership				
	Develop and implement at least four community-based projects annually (one per faculty) , focusing on education, and sustainability.	• No of projects implemented	Annually	All Faculty Deans
	Establish 3 key partnerships (2 National & 1 international) organizations by 2030.	• No of Key partnerships formed	2025-2030	All Faculty Deans International Office
	Establish MOU's with Govt, Private firms , NGOs to Co-develop community programs, initiatives, and services that align with the institution's expertise and the community's needs, eg Parish Development model -PDM activities	• No of MOU's developed and signed	Annually	D.Vice Chancellor All Faculty Deans
	Develop and run "the MRU- Social innovation Challenge, as an annual event	• No of events done in the 5 years	Every 2 yrs	Head of Graduate Studies
	Develop and maintaining an International Students Support /Information Office	•No of students , joining through the International Office	2025	All Faculty Deans Vice Chancellor HR Manager
	Create a digital platform to facilitate communication and resource sharing with community stakeholders.	• No of digital platforms for communication	2025-2026	All Faculty Deans

	Workshops for Small Businesses offering training programs or workshops to help local small businesses build skills, enhance operations, and access new markets.	• No of Workshops for Small Businesses	Annually	Head of Graduate Studies All Faculty Deans
	Organize bi-annual stakeholder meetings to engage local leaders and gather feedback on university initiatives.	• No of bi-annual stakeholder meetings	Annually	Academic Registrar
	Promote the university's role as a responsible community stakeholder through volunteer programs, pro-bono services, and local collaborations.	• No of Volunteer Projects • Implemented. Pro-Bono Hours • Contributed	Annually	All Faculty Deans

Pillar Four - Human Resources Management			
HR / Manpower review /Workforce Planning for competence gaps assessment	• % (or Nos) of departments/units with completed role-based competency profiles	**2025-2026**	Vice Chancellor HR Manager All Faculty Dean
Recruitment and Onboarding (Interviews Selection Process and induction)	• % of staff undergoing structured learning/training annually	**Annually**	HR Manager All Faculty Dean
Develop a university-wide performance management framework with clear KPIs for leaders and departments.	• Full-scale adoption, integrate into staff appraisal & budget cycle	**2028-2029**	Senior Management
Up-date the integrated digital management information system to streamline operations by 2025 and maintain an integrated University information management system	• Integration with HRMIS/ERP system	**2025- 2026**	Head of ICT All Faculty Deans
Skill Development Workshops for staff	• No of Workshops for staff	**Annually**	D. Vice Chancellor HR Manager All Faculty Deans
Employee engagement and Well-being(recognition) activities	• Recognition Program Participation Rate	**Annually**	HR Manager
Roll out a robust communication strategy to ensure stakeholders are engaged and informed about university decisions.	•	**2025-2026**	Vice Chancellor Head of ICT
Employee relations management (Conflict resolution, Labor Relations & Exist interviews)		**Annually**	• HR Manager

Leadership and Governance			
Conduct annual leadership and governance training sessions for key stakeholders strengthening institutional decision-making.	• No of Key stakeholder session	**Annually**	Vice Chancelor
Review MRU's legal status and change from profit-making to non-profit institution	• Resolution by Board of Trustees & University lawyers on the legal status of the University	**2025-2026**	Board of Trustees University Council University Lawyer
Development and regular assessment of the MRU's strategic plan	• 100% compliance with national and regulatory priorities • Conduct 1 major annual review starting 2026	**Annually**	University Council
Develop and operationalize the policy on staff initiation and participation in consultancies to provide consultancy services, as MRU	• Review and approval of consultancy policy document • Annual income generated from consultancy activities • Number of staff participating in consultancy projects	**2025-2026**	University Council Senior Mgt
Establish performance management framework for management and council	• % of institutional KPIs aligned to individual and departmental tar Reviews • Frequency of formal performance evaluations for management and council get.	**2025-2026**	University Council Senior Mgt

Develop and monitor integrated institutional quality management system for quality assurance of programs and systems	• Approval of institutional QA policy and standards • Number of internal quality audits conducted annually	**2025-2026**	University Council Quality Assurance
Develop a comprehensive succession plan for leadership positions at all levels to ensure continuity and stability in leadership.	• Number of staff participating in leadership training • % of leadership transitions supported by documented handovers	**2026- 2027**	University Council
Ensure that all leadership decisions comply with local, national, and international regulations and academic standards.	• % of decisions reviewed and confirmed compliant with local/national • regulations (NCHE, MoES) Compliance status for reporting included in quarterly management reports to Council	**2025-2026**	• University Council
Conduct annual leadership and governance training sessions for key stakeholders strengthening institutional decision-making.	• Number of training sessions conducted per year % of senior leaders, Council members, and unit heads trained annually	**Annually**	University Council
•			

Pillar Five Financial Stewardship			
Develop and maintain multi-year financial forecasts to identify future financial needs and goals, with a projection to increase revenue from student's fees by 10% annually for the next five years	• % of forecasted figures aligning with actual outcomes at the end of each year Ratio of expenditure to revenue from student fees	**Annually**	Vice Chancelor University Busar
Develop Alternative Revenue(2nd) Stream initiatives to explore non-tuition revenue sources, such as renting out University facilities, expanding online learning programs, or monetizing.	• Leverage physical assets to generate income outside of academic use. Expand on-line programs . •No certificate programs for the general public.	**2025-2027**	Board of Trustees University Council Vice Chancelor All Faculty Deans
Review the financial and budgetary system and strengthen financial planning, reporting and budgetary control.	• Budget Variance (% •deviation) % of Revenue from Non-Tuition Sources	**Annually**	Vice Chancellor University Busar
Review the procurement policy and system and develop a list of prequalified suppliers for common items procured on routine basis	• 10-15% in Cost Savings through Competitive • Sourcing Supplier Performance Rating of about ≥ 75% rated "satis-factory" or above	**2025-2026**	University Council
Secure Research Grants and Contracts by actively seeking external funding from government bodies, private foundations, and corporate sponsors to support research and academic initiatives.	• No of Research Grants and Contracts, received	**Annually**	Head of Graduate studies All Faculty Deans

Solicit for grants, endowments, professorial chairs and donations from individuals, organizations and governments	• Grants /proposals •Submitted per Year Total Grant Funding • Secured No. of Research Projects •Funded # of Endowed Chairs Created	**Annually**	International Office
Develop partnerships with businesses and sector leaders that can provide sponsorships, donations, or funding for specific programs, events, or research projects.	• No of business funding specific programs	**2027-2028**	D. Vice Chancelor All Faculty Deans
Review the policy of waiver of tuition fees and make it partial waiver on the one hand and on the other reduce the overall proportion of students benefiting from this scheme	• % of Students on Tuition Waiver(Reduce gradually to 20–25% over 2–3 years)	**2025-2027**	University Council Vice Chancelor University Busar
•			
Pillar Six - Marketing and Public Image of the University			
Develop and implement a comprehensive marketing plan focused on increasing student enrolment by 15% , per years over the next three years.	• Total New Student Enrolment Growth • Cost per Lead (CPL) under the Digital Marketing ROI. • % of International Applications	**Annually**	Academic Registrar International Office Marketing Office
Brand Positioning, communicating a clear and distinct brand identity	• marketing campaign	**2025-2026**	Academic Registrar
	• calendar Registrations Attended		International Office

Design flexible short interdisciplinary programs that respond, among others, to needs of the business community, institutional leaders, public sector leaders.	• No of New Short Programs •Designed.Average Participants per Program	**2025-2027**	D. Vice Chancellor All Faculty Deans
Publicize groundbreaking research projects, publications, and academic collaborations with industry or government agencies.	• No of Research News Articles/Public Stories Published. • Research Outputs Shared/Cited	**2027-2028**	Head of Graduate Studies All Faculty Deans
Develop partnerships with businesses, industries, and government agencies to create internship program then mentorship opportunities.	• Sign MOUs with target organizations • Offer co-branded internship programs • MOUs signed, employer collaborations, student placements		Academic Registrar International Office

Develop a comprehensive alumni engagement program, including newsletters, events, and mentorship opportunities.	• No of Publications shared	**Annually**	Alumni Office
Publish biannual reports highlighting MRU's contributions to education, research, and community development.	• Number of Copies Distributed (print & digital)	**Annually**	International Office
Establish an annual MRU Open Day(s) to showcase academic programs, facilities, and innovations, with a dedicated public relations team to handle media engagement and promote MRU's achievements.	• Number of Attendees • Number of Applications Post-Event	**Annually**	Academic Registrar All Faculty Deans
Conduct customer satisfaction surveys to gather feedback and improve the student and stakeholder experience.	• No of Surveys conducted	**Every 2 yrs**	Academic Registrar Dean of Students
Establish a crisis communication strategy to respond quickly and effectively to any negative publicity or reputational challenges, maintaining trust with stakeholders.	• Rate of Misinformation Correction- under public engagement		Vice Chancellor Senior Mgt
Website Optimization by regularly updating the university's website with current information about programs, admissions, research, and	• Total Website Visits • Frequency of Updates of	**2025-2026**	Head of ICT

Enhancing student wellness, unity, talent development, and University community reputation through Sports (Annual Inter-Faculty Games, External Competitions -eg Inter-University Games across East Africa& community sports)	• Participation Rate in Annual Inter-Faculty Games- ie External • competitions Number of Medals/Accolades in External Competitions	**Annually**	Vice Chancellor Dean of Students
•			
Pillar Seven - Infrastructure Development			
Conduct annual audits of teaching resources, facilities, and infrastructure to identify areas for improvement.	• ≥ 80% of courses have relevant digital learning resources available (online textbooks, videos, • platforms).≥ 85% uptime for campus Wi-Fi and IT resources.		Vice Chancellor Estates Office All Faculty Deans Head of ICT
To modernize / up-scale at least 50% of lecture halls and laboratories by 2029. This shall involve construction of new multipurpose building with Administration block & lecture halls to accommodate increased student intake.	• Detailed construction/ Development Roadmap and budget % of Lecture Halls and Labs Modernized		Board of Trustees University Council
Expansions of library spaces both - Kirumba and Kakeeka campuses	• Increase total student capacity by 35-40% (to handle growing enrollment) by 2030 • Expand the total library space by 50% on both •campuses by 2029.. Achieve 75% usage rate for collaborative study spaces and community engagement areas by 2029.		University Council Vice Chancelor University Liberians

Building a digital learning centre (tele-education centre) equipped with high-speed internet, smart lecture rooms, and online learning tool at Kirumba	• Equip at least 5 smart lecture rooms with interactive technology by • End of 2026.Increase the usage of digital learning resources e-books, online journals)		Vice Chancelor Head of ICT All Faculty Deans
Develop a centralized digital library system with access to international research databases.	actively engage with online learning tools by 2027. • Number of Databases •Integrated Research Tools Utilization •Rate Collaborative Projects		University Librarian Head of ICT
Development of a university e-library for easy access to academic resources with all high-speed internet across the entire campus to support e-learning and administration.	• Achieve 80% digitization of administrative records and documents for easy access • by 2027.Number of Training Sessions		University Librarian Head of ICT
Business and Entrepreneurship Incubation Centre (BEIC) at MRU to promote startups and innovation among students.	• BEIC fully operational by •Q4 2026 Number of startups •incubated annually Number of pitch competitions or demo days hosted		Head of Graduate studies Dean Faculty of Business
Development/ Renovation of Sports Infrastructure- (Football pitch, basketball/volleyball/netball courts, athletics track then Indoor under the multipurpose hall (for badminton, table tennis, aerobics, etc.)	• Represent in at least 3 competitions annually by 2027 Construction of indoor sports facility under new hall		Vice Chancellor Estates Office Dean of students

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Appendix 2: RISK REGISTER AND RISK MATRIX

Part A: Institutional Risk Register

S/N	Risk Description	Category	Likelihood	Impact	Risk Level	Mitigation Measures	Responsible Unit	Status
1	Inadequate funding for capital and operational budgets	Financial	High	High	High	Diversify revenue streams (grants, PPPs), strengthen donor engagement, alumni fundraising	University Finance Office	Ongoing
2	Cybersecurity breaches targeting university systems and student records	ICT / Operational	Medium	High	High	Implement multi-layered IT security, firewall upgrades, regular audits, and cybersecurity awareness training	ICT Department	Planned
3	Delayed implementation of infrastructure projects	Operational	High	Medium	High	Establish project management unit, quarterly progress reviews, and strict contractor supervision	Planning & Development Office	Ongoing
4	Loss of academic credibility due to unaccredited programs	Academic / Reputational	Medium	High	High	Fast-track programme reviews and accreditation processes; engage NCHE early in development	Academic Affairs & Senate	Mitigated
5	Decline in student enrolment	Strategic	Medium	High	**High**	Strengthen marketing, digital outreach, new academic programmes, regional partnerships	Public Relations & Academic Registry	Under Review
6	Natural disasters disrupting learning (e.g., floods, pandemics)	Environmental	Low	High	**Medium**	Establish business continuity plans, disaster preparedness and health safety protocols	Administration / Estates	In Development
7	Low staff morale due to poor remuneration or limited professional	Human Resource	Medium	Medium	**Medium**	Regular performance appraisals, capacity building, internal promotion pathways	Human Resource Department	Ongoing

8	Policy non-compliance in procurement or academic procedures	Compliance / Legal	Low	Medium	**Low**	Enforce SOPs, conduct internal audits, staff training in compliance and ethics	Internal Audit & Procurement Unit	Ongoing
9	Public relations crises affecting university image	Reputational	Medium	High	**High**	Designate crisis communication team, media engagement protocols, stakeholder outreach	University Communications Office	Monitored
10	Technological obsolescence due to delayed ICT upgrades	ICT / Strategic	Medium	Medium	**Medium**	Annual ICT assessments, technology refresh plan, investment in scalable platforms	ICT Steering Committee	Planned

Part B: Risk Assessment Matrix

This matrix guides how each risk is categorized based on **Likelihood** and **Impact**, leading to an overall **Risk Level**:

Impact	Low	Medium	High
High	Medium Risk	High Risk	**High Risk**
Medium	Low Risk	Medium Risk	**High Risk**
Low	Low Risk	Medium Risk	Medium Risk

Low Risk: Monitor periodically; no immediate action required.

a) **Medium Risk**: Manage with routine mitigation strategies; assign departmental responsibility.

b) **High Risk**: Requires urgent attention, top-level oversight, dedicated action plans.

Part C: Risk Mitigation Action Plan Template

For each high-priority risk, MRU will develop a mitigation plan in the following format:

Risk Description	**[Insert description]**
Category	[e.g., Financial, Operational, Academic, Reputational]
Root Cause(s)	[Identify underlying causes of risk]
Impact	[Detail how the risk could affect MRU]
Current Controls	[List any existing controls or practices already in place]
Proposed Actions	[List additional actions needed to reduce risk or its impact]
Responsible Unit	[Assign unit or officer accountable for mitigation]
Timeline	[Specify duration or deadline for implementing actions]
Monitoring	[Describe how progress and risk reduction will be tracked and reported]

Part D: Reporting and Review Mechanisms

a) **Quarterly Risk Updates**: Each department submits a quarterly risk report highlighting new, emerging, or escalated risks.

b) **Bi-Annual Risk Review Meetings**: The Risk Management Committee conducts a formal review of institutional risks twice a year.

c) **Annual Risk Audit**: Conducted by the Internal Audit Unit in collaboration with external risk consultants, if necessary.

d) **Continuous Risk Education**: Ongoing sensitization of staff and students on risk awareness, prevention, and early reporting.

Conclusion

This Risk Register and Matrix provide a dynamic tool to anticipate, manage, and respond to threats that may affect MRU's operations and strategic direction. Integrated within the University's governance and planning systems, this framework ensures that risk management is proactive, responsive, and evidence-driven, securing MRU's mission and enhancing its institutional resilience.

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