

BUGEMA UNIVERSITY



REKINDLING OUR STRATEGIC DIRECTIONS TO 2029

TRAINING FOR EXCELLENCE IN SERVICE

INTRODUCTION

The Strategic Directions brief 2029 is the lead strategic document for Bugema University.

It signals our untiring commitment and ambition as a research-intensive and predominantly campus-based university with strong national and international linkages and a focus on high quality research, teaching and service outcomes. Our commitment and ambition are anchored in a well-established vision, and a focused mission that is in accord with core values against which every action we take in pursuit of our academic purpose can and should be judged.

Strategic Direction 2029 has been developed with substantial input from the University community and other interested parties. It provides a framework for units of the University to use in their own strategic and operational planning.

The Strategic Direction 2029 will be supported by an annually-updated Action Plan, and progress in respect of its key points of focus which are grouped under seven strategic directions will be monitored and reported on regularly.

OUR MISSION

Our mission is to offer excellent and distinctive holistic Christian education designed to prepare students through training, research and scholarship for productive lives of useful service to God and to the society with uncompromising integrity, honesty and loyalty

OUR VISION

Our vision as Bugema University is training for excellence in service.

CORE VALUES

We have a core set of values which are central to everything we do; these describe our defining characteristics and what make Bugema University different

Pursuit for excellence *Committed to the highest intellectual, spiritual & ethical standards in teaching, learning and community engagement*

Integrity *Being honest and morally upright*

Academic freedom *Freedom of inquiry and expression*

Holism *With a view that the whole is greater than the sum of its parts*

Service to community *Shaping, recognising and responding to community needs*

Creativity *Encourages knowledge and positive thinking*

STRATEGIC DIRECTION

The underlying goal and strategic direction have been developed to capture

The key focus areas in the next ten years and what Bugema University intends to achieve in the big picture

GOAL

To transform and strengthen Bugema University through financial sustainability, infrastructure development, excellence in Research, capacity building, innovative agriculture training and services, excellence in health training and services, robust community engagement programs, Excellence in Teaching, Outstanding Student Experiences and Campus Environments

STRATEGIC DIRECTIONS

Repositioning Bugema University through

Institutional capacity Building

In this strategic direction our focus is on creating a new perception of Bugema University in which we shall do the following;

- Restructure the marketing department
- Establish a public relations directorate
- Structures and facilities development and rekindling
- Research, publications and grants directorates development and support

- Establishing strong external community engagements programs

- Initiate, build and strengthen private-public partnerships and collaborations

- Rebranding of the University

STRATEGIC DIRECTION.

ESTABLISHING A SOUND FINANCIAL POSITION

- In order to strengthen our financial base over the next ten years, we will develop and align strategic and operational planning structures that support strategic allocation of resources to provide long-

term financial stability for our teaching and learning environment.

governmental sources to support research.

STRATEGIC DIRECTION. EXCELLENCE IN TEACHING

In an effort to realize the above strategic direction we will implement the following strategies;

- Working from a sound financial position, we will continue to invest in the staff, and the physical and information resources that are required to achieve and sustain excellence as a broad-based, research-led university
- We will develop various funding strategies to raise financial capacity and also provide protection from fluctuations in support from particular funding sources
- Entrepreneurial and enterprise-based activities, including the successful commercialisation of most of our services, will assist in diversifying the funding base and in providing additional resources for investment. There will be further focus on securing funding from international and non-
- Attracting, developing and retaining high quality staff and faculty
- Reviewing, reorganizing phasing out of some of the existing teaching programmes and development new ones based on needs assessment and current world trends
- Teaching developments and programme delivery will continue to be informed by current research into teaching and learning, and by the insights provided by our students and recent graduates

- Teaching excellence will remain a high priority at Bugema, and we will strive to further increase the calibre of our student cohort, the quality of their learning experience and their educational outcomes
- We will pursue growth in our international student numbers and we will maintain the diversity in our international student cohort. International and postgraduate growth will be closely linked, with new postgraduate options expected to appeal strongly to overseas students. we will seek to incorporate international perspectives in the curriculum, and an emphasis on student exchange, will be the other key elements of Bugema's approach to internationalisation.
- While Bugema will remain a predominantly campus-based university, we will seek to establish distance learning, in service teaching and to other forms of course delivery, especially at the postgraduate level in areas where we have particular expertise.
- We will continue to embrace the use of new technologies in teaching, and be innovative in deploying them both to enhance the on-campus learning experience, and to facilitate dispersed delivery in areas where it makes particular sense to do so. Similarly, we will continue to invest in high-quality facilities and support services that sustain teaching excellence

**STRATEGIC DIRECTIONS.
EMPHASIS IN
AGRIBUSINESS
AND INNOVATIVE
AGRICULTURE, HEALTH
TRAINING AND
SERVICES.**

In order to ensure the above strategic course of action is met, the following will be done.

- We will continue to offer high quality innovative training in agriculture and health as a way of strengthening of

our community engagement programs

- We will complete facilities started for offering exceptional training in health and agriculture and also seek to establish new ones
- Develop new curricula for agribusiness training as one way of including latest innovative ideas in the field
- We will continue to reposition Bugema University teaching hospital to meet high level standards for offering training to our students plus offering services to the neighboring communities
- We will strengthen our community programmes in agriculture and health services We will endeavor to promote agriculture and agribusiness innovations among our students, in the community and among researchers.

STRATEGIC DIRECTION STRENGTHEN COMMUNITY ENGAGEMENT

- Meaningful engagement is essential to strengthening the communities' ties. Bugema University is comprised of and serves. It involves collaborative relationships, effective communication, common goals, shared resources, and the practice of balancing visionary thinking while serving present needs.
- We will strengthen our university community by developing new and improved channels for dialogue, participation and collaboration; supporting leadership and innovation in all areas of the university; and increasing engagement through shared vision.
- Building upon our community relationships and input, we will develop quality, relevant programs and services; leverage resources; and advocate for

policies and legislation that support our mission.

- Foster a sense of university community through engagement, dialogue, transparency, and leadership development of Bugema University faculty and staff.
- Identify, evaluate, and swiftly respond to evolving community needs, issues and opportunities
- Strengthen the effectiveness of collaborative partnerships with employers, advisory boards, secondary schools, universities, and community organizations

STRATEGIC DIRECTION. EXCELLENCE IN RESEARCH AND DEVELOPMENT

- We will take decisive steps to advance our research culture and philosophy, to address questions of national and international importance, and to develop our national and international research

profile. Discipline-driven fundamental research and scholarship will continue to be a strength, and Bugema will seek to take a leading role in developing interdisciplinary research to address broad complex issues.

- In order to contribute to the national and international good, we will apply our research to enhance social and environmental well-being, human and animal health, and we will pay increasing attention to research for economic and commercial development.
- We will make use of established and emerging areas of research strength to provide our university with a foundation for promoting research excellence, and these areas will be nurtured and supported.
- We will foster joint research programmes with other

universities and research organisations, both within and beyond Uganda, and we will promote engagement with likely end-users of research

- We will attract and retain high-quality, research-active staff, and foster their development in a supportive environment. We will provide a similarly attractive, supportive environment for research students. Our success in research by both students and staff will be recognized and celebrated.

STRATEGIC DIRECTION. EXCELLENT STUDENTS EXPERIENCES AND CAMPUS ENVIRONMENTS

- We will seek to enhance our campuses, to provide a high-quality environment for students and staff, and a welcoming environment for local communities and visitors. We will continue to enhance the overall aesthetic,

amenity value and accessibility of each of our campuses.

- We will ensure that every campus building project will reflect and promote the University's vision of training for excellence in service, with particular attention to the quality of design, the construction materials used and the relationship between buildings and the surrounding landscapes.
- We will maintain the quality and appeal of our traditional buildings, and new projects.
- We will ensure that our campus environments are safe, and a systematic programme of seismic upgrades will occur over the period of this document.
- As a result of the critical interaction between our campus facilities and the surrounding areas, we will work with the local authorities and other organisations

operating in the area in which we are located to ensure that developments around campus are coordinated and complementary to the areas in which they are located

- We are committed to working in partnership with students to ensure that academic achievement, enjoyment of life, personal enrichment and the celebration of diversity continue to define their experience at New Zealand's only true residential university. We see tremendous scope to further that experience for both individual and wider societal benefit, and will take decisive steps to do so.
- We will continue to establish healthy and Christian lifestyles through a mix of education and regulatory measures and by providing opportunities for high quality extra-curricular activities. As well as supporting students to achieve their best while at

Bugema

- Starting with the residential experience in our key hostels that is part of the first year for the majority of our students, we will continue to build a community-focused student experience in which thoughtful giving and service is embedded. Through this approach, which will be pursued across all of our campuses, we aim to produce an increasing proportion of graduates who add committed citizenship to their already well-recognised attributes as work-ready scholars. This mix of qualities will continue to set Bugema University graduates apart from those who have studied elsewhere, in the minds of both employers and the wider community.