





Dear Senior Management Team, the CIU Strategic Plan can be thought of as a roadmap to help guide the university towards its vision: A values-based institution that inspires leadership, critical thinking, innovation, and outstanding academic training that transforms communities. The strategic plan strives to blend the organizational strength (talent, resources) and our aspirations for the future. As with any roadmap, we should be recording milestones. In the context of Covid-19, What have we achieved against what we set out to do? I believe there are significant milestones as I will share at the strategy meet. However, now is also a good time to revisit these goals as we look to a disrupted and somewhat changing new normal.

How do we get to 2023? What do we need to do to deliver on our promises? What work remains to be accomplished? What talent and resources do we have to get us to where we need to be? How are you individually, at the departmental level, and collectively contributing to achieving our promise? These are some of the questions we will be reflecting upon. And I hope that our coming together will result in better ideas as we look and commit our work to the future of CIU.

Sincerely,

A handwritten signature in blue ink, which appears to read "Rose Clarke Nanyonga". The signature is fluid and cursive.

Rose Clarke Nanyonga, Ph.D.  
**Vice Chancellor**

# STRATEGY IMPLEMENTATION

To foster a high level of engagement and implementation, the Strategic Plan will require the involvement of key implementers, champions, resources, and ongoing strategic leadership. Routine sensitization and orientation to key components of the strategic plan will be critical in fostering a steady adoption.

## MEASURES: MONITORING AND EVALUATION FRAMEWORK

STRATEGIC GOALS	STRATEGIES	MEANS OF VERIFICATION	OVERALL MILESTONES 2019—MARCH 2021
<p><b>Goal 1.1</b> <b>DEVELOP: STUDENTS</b> <i>Develop Student talent by aligning programs, instruction, and mentoring in accordance with the competence demands of the labour market.</i></p> <p><b>CORE INSTITUTIONAL ACTIVITY</b></p>	<ul style="list-style-type: none"> <li>i. <b>Systematically assess</b> all existing and new academic programs to ensure industry relevance, quality, and sustainability</li> <li>ii. <b>Enhance</b> Curriculum Design and Pedagogy</li> <li>iii. <b>Develop</b> a Student Leadership Program</li> <li>iv. <b>Define</b> Institutional Ideology Courses</li> <li>v. <b>Establish</b> Strategic Industry Partnerships</li> <li>vi. <b>Develop</b> a robust Career and Professional Development Program</li> <li>vii. <b>Increase</b> the number of students participating in Community Outreach services</li> <li>viii. <b>Increase</b> the number of Student-Faculty Publications</li> <li>ix. <b>Expand</b> the CIU Scholarship Program</li> <li>x. <b>Expand</b> Graduate Professional programs</li> </ul>	<ul style="list-style-type: none"> <li>1. Active Curriculum and Instruction Committee</li> <li>2. Student Faculty Publications per year—10-20</li> <li>3. University-wide Curricular established/updated/implemented by 2020.</li> <li>4. Number of Student-Driven community outreaches</li> <li>5. Number of students who are satisfied with the university programs.</li> <li>6. Number of student leaders trained.</li> <li>7. Number of students on the CIU Scholarship Program</li> <li>8. Number of Postgraduate/Short Courses developed</li> </ul>	<p>Senate at 50%; ODeL Pedagogy Committee; New programs reported below.</p> <p><b>Publications:</b> 2019: 24 (over 100%); 2020: 18 (90%); 2021: 25 (over 100%)</p> <p>Ongoing: significant redesign due to ODeL</p> <p>Reported on SAR</p> <p>&gt;=80% based on 459 respondents (most recent data). Faculty-student Mentoring (research) over 430/945 (45.5%) (HEPI DATA)</p> <p>&gt;80. Increased due to Last Mile Scholarships</p> <p>Reported below</p>
<p><b>Goal 1.2</b> <b>DEVELOP: FACULTY &amp; STAFF</b></p>	<ul style="list-style-type: none"> <li>i. <b>Establish</b> a Robust Faculty/Staff Development Program</li> <li>ii. <b>Attract, Develop, Retain,</b> and Reward outstanding Faculty and Staff</li> </ul>	<ul style="list-style-type: none"> <li>1. Number of faculty with Ph.Ds.—15-20 by 2023</li> <li>2. Dedicated budget for research and faculty development (What 0.5% of the budget?) per year</li> </ul>	<p>14 PhD holders (7 FT, 7PT). 16 on PhD track (10FT, 6PT) Budgeted 16M (0.38%) (4.4B) The majority is supported by HEPI.</p>

<p><i>Develop Faculty and Staff by positioning them to become principal assets in achieving the CIU vision and mission.</i></p> <p><b>MANAGEMENT OF THE INSTITUTION</b></p>	<ul style="list-style-type: none"> <li>iii. <b>Articulate and Support</b> Career Development that positions faculty and staff to assume leadership roles.</li> <li>iv. <b>Increase</b> support, through a dedicated budget, for Continuing Education to increase the number of Faculty with Ph.D.'s</li> <li>v. <b>Provide</b> funding for faculty and staff to advance learning and teaching and research &amp; Innovation.</li> <li>vi. <b>Utilize</b> Technology strategically to enhance the university's learning environment and educational offerings.</li> <li>vii. <b>Integrate IT</b> in routine practices to support the adoption and adaptation of instructional practices.</li> <li>viii. <b>Establish</b> a Framework for Interdisciplinary Collaboration</li> <li>ix. <b>Establish</b> Compensation Scales that reflect the scope and quality of work and are appropriately benchmarked to the current market.</li> <li>x. <b>Establish</b> a robust communication strategy.</li> </ul>	<ul style="list-style-type: none"> <li>3. HR Policy</li> <li>4. Competitive Salary Scale implemented by 2021.</li> <li>5. Active research partnerships</li> <li>6. Fully Functional Faculty Development (FDP) Program by end of 2019— number of faculty trained.</li> <li>7. Number of promoted staff</li> <li>8. IT Integration in Teaching &amp; Learning</li> <li>9. Communication Framework</li> </ul>	<p>Over 85 (85.9%) Trained (ODEL; R&amp;D; T&amp;L)</p> <p>In force</p> <p>6% Increment effected March 2022</p> <p>11 Active: 6 (MUK, ACHEST, Busitema, Kabale, Johns Hopkins, and Yale [HEPI]); 1(Baylor); 1 (Mt. Sinai); 3 (QUB, SHARE UG, MUK)  ✓ Policy tool</p> <p>Over 85 (85.9%): ODeL; R&amp;D; T&amp;L</p> <p>&gt;15 eligible (HR Data).</p> <p>&gt;90% Integrated. But little system integration. We are pursuing a new SIS to address this issue</p> <p>E-Systems. Faculty and Student E-Assemblies during Covid.</p>
<p><b>Goal 1.3 DEVELOP: INFRASTRUCTURE</b>  <i>Develop a supportive infrastructure that will position CIU students, staff, and faculty to foster traditions of academic excellence</i></p>	<ul style="list-style-type: none"> <li>i. <b>Build</b> phase 1 of CIU's home.</li> <li>ii. <b>Commit</b> long-term resources to support robust infrastructure improvements.</li> <li>iii. <b>Enhance and secure</b> IT infrastructure.</li> <li>iv. <b>Strengthen and integrate</b> IT infrastructure to support the use of Data in decision-making.</li> <li>v. <b>Develop</b> policies and systems for Technology Integration into routine operations.</li> <li>vi. <b>Enhance</b> the technical infrastructure and expand the digital library.</li> </ul>	<ul style="list-style-type: none"> <li>1. Main Campus fully established at CIU grounds by end of 2020.</li> <li>2. Number of accessible digital resources</li> <li>3. Internet Speed up to 60-100mbps by 2022</li> <li>4. Number of programs delivered online.</li> </ul>	<p>Phase I 98% complete: Painting, Floors, and some Window seals are ongoing.</p> <p>Library Report in SAR.</p> <p>Currently 60 (60%) of max 100mbps Due to Emergency ODeL:</p> <p>100%. To be adjusted after Covid-19 and per UNCHE approval.</p>

<p><b><u>CORE INSTITUTIONAL ACTIVITY</u></b></p>	<p>vii. <b>Establish</b> policies and systems that support digital rights management.</p>	<p>5. Equitable ICT access and use in academic and administrative functions.</p> <p>6. Policy Documents</p>	<p>Adequate integration of IoT in all functions. Data support to Students and Faculty</p> <p>Policies (E-Learning, ODeL, QA, Research) adjusted to reflect these changes</p>
<p><b>Goal 1.4</b> <b>DEVELOP: CULTURE</b> <i>Promote a CIU culture that reflects the core values of the university.</i></p>	<p>i. <b>Cultivate</b> a culture that recognizes and respects the contributions and talent of students, faculty, and staff at CIU</p> <p>ii. <b>Ensure</b> robust orientation programs for students and staff to foster adoption of vision, mission, and values.</p> <p>iii. <b>Integrate</b> review of vision, mission, and values in all major meetings.</p> <p>iv. <b>Build</b> respectful and collaborative and interprofessional experiences of learning, teaching, research, and community outreach</p> <p>v. <b>Establish</b> an effective organizational culture for CIU</p> <p>vi. <b>Pursue</b> a Continuous Quality Improvement Culture</p> <p>vii. <b>Articulate</b> CIU values routinely in meetings and all CIU print materials.</p>	<p>1. Values, Vision and Mission personalization by staff, faculty, students</p> <p>2. Evidence of Level of participation/engagement</p> <p>3. Staff and Student Satisfaction survey</p> <p>4. QA policy in place—being implemented</p> <p>5. Vision, mission visible. Stakeholders able to articulate</p>	<p>Self-Assessment Due April 2022 100% Visibility: office and workspaces; SM Platforms, Website</p> <p>Robust Orientation by HOD, VC, Academic Heads, Registry Current data: &gt;90% engagement. Challenges with sustainability. Need to appoint Champions</p> <p>Ongoing—QA has data Policy being implemented</p> <p>Institutional Self Assessments every 3 years. In force</p> <p>Mission and Vision displayed (60%). Need to increase visibility</p>
<p><b>Goal 1.5</b> <b>DEVELOP: SYSTEMS</b> <i>Strengthen the operational effectiveness of the people and environment of CIU to deliver its mission</i></p> <p><b><u>CORE INSTITUTIONAL ACTIVITY</u></b></p>	<p>i. <b>Systematically review and strengthen</b> HR policies and systems to support Operational Rigor, a Professional Development culture, Staff Engagement, Accountable Practices, and a Collaborative work environment</p> <p>ii. <b>Establish</b> robust orientation and performance management practices.</p> <p>iii. <b>Develop</b> Sound Communication processes</p>	<p>1. HR policies established and implemented by end of 2018.</p> <p>2. Active academic committees by end of 2019</p> <p>3. SIS implemented by the end of 2018.</p>	<p>Established. Revisions are due to reflect virtual processes and engagement.</p> <p>Research, ODeL Pedagogy Unit established. Covid-19 Task Force; Charter Committee Appointed. Marketing</p> <p>Established. We are procuring a new SIS. Several gaps with FEDENA. But</p>

	<ul style="list-style-type: none"> <li>iv. Enhance the usability of the Student Information Systems</li> <li>v. <b>Develop</b> Departmental Policies in line with NCHE guidelines.</li> <li>vi. <b>Review</b> and update all Academic Policies.</li> <li>vii. <b>Establish</b> Appropriate Academic Committees</li> </ul>	<ul style="list-style-type: none"> <li>4. Harmonized HR Strategy by end of 2019</li> <li>5. Academic Policies</li> </ul>	<p>New LMS (ODEL) Established &amp; Operational</p> <p>Done: HR Data</p> <p>Committees in place Initiated review processes in March 2022—To complete by April 2022</p>
<p><b>Goal 1.6</b> <b>DEVELOP: PROGRAMS</b> <i>Develop new programs to fit the market needs</i></p> <p><b><u>CORE INSTITUTIONAL ACTIVITY</u></b></p>	<ul style="list-style-type: none"> <li>i. <b>Expand</b> Graduate Professional programs</li> <li>ii. <b>Develop</b> new and alternative program trajectories that tap into new student markets.</li> <li>iii. <b>Cultivate</b> mutually beneficial opportunities with healthcare and business organizations to develop content and enhance opportunities for continuing professional development/short courses.</li> <li>iv. Develop and grow programs to foster <b>Market Differentiation.</b></li> <li>v. <b>Harmonize</b> the curricula of related degree programs to foster interprofessional education</li> </ul>	<ul style="list-style-type: none"> <li>1. New Masters / Postgraduate Programs—10 by end of 2023</li> <li>2. New Undergraduate programs—10 by 2020</li> <li>3. New Schools—1 by end of 2018</li> <li>4. Number of students increased by 1300 by 2023.</li> </ul>	<p>6/10: (60% of goal) 1 PGD Med Education (IAHS); 1PGD CCN (SONM); 3 Graduate programs (IPHM); 1 MBA (SOBaT— (60% of goal).</p> <p><b>2</b> pending submissions Approved: 16 (UBTEB Courses). <b>2 New</b> (SOBaT) <b>3</b> Re-accreditations-IAHS (over 100% of goal)</p> <p>On hold pending Charter</p> <p>Total number: 960/1300. (74% of goal)</p>
<p><b>Goal 2.1</b> <b>GROW RESOURCES</b> <i>Identify new and diversify revenue sources under three main components: Development Funds; Research Funds; Scholarship Funds and Tuition and Fees</i></p>	<ul style="list-style-type: none"> <li>i. <b>Establish</b> the CIU Endowment Fund</li> <li>ii. <b>Identify</b> and Pursue Development Partners</li> <li>iii. <b>Pursue</b> a viable Loan program specifically for Phase One building and infrastructure.</li> <li>iv. <b>Define</b> thematic areas of research that align with national research priorities</li> <li>v. <b>Increase the</b> capacity of faculty to secure grant funding.</li> </ul>	<ul style="list-style-type: none"> <li>1. Numbers of grants</li> </ul>	<p>1 NIH Grant ongoing—Supports faculty development. 1 Norad grant—Ongoing: Refactory 1 QUB &lt;\$25,000 <b>Fellowships:</b> 4 teaching faculty; 2 Graduate student scholarships; 5 student research fellowships We are actively pursuing equity investment (have contracted a consultant, as of March 2022)</p>

<p><b><u>MANAGEMENT OF THE INSTITUTION</u></b></p>			
	<ul style="list-style-type: none"> <li>vi. <b>Pursue</b> Strategic Partnerships that support Internship placements and funding of our students</li> <li>vii. <b>Pursue</b> strategic partnerships that support “Twinning” or Sandwich PhD programs for Teaching Faculty</li> <li>viii. <b>Ensure</b> Robust Marketing to recruit and retain students and faculty</li> <li>ix. <b>Establish, Implement and Enforce</b> Judicious collection policies</li> <li>x. <b>Articulate</b> a clear and Competitive Tuition &amp; Fees Structure</li> <li>xi. <b>Establish</b> Proper communication strategies</li> <li>xii. <b>Appoint a</b> Liaison Scholarship Officer</li> </ul>	<ul style="list-style-type: none"> <li>2. Loan Secured</li> <li>3. Number of viable investment partnerships</li> <li>4. Thematic areas defined to support grants attainment</li> <li>5. Number of faculty trained</li> <li>6. # MOU for collaborative learning and placements</li> <li>7. # Of Partnerships</li> <li>8. 20% of total revenue generated from non-tuition-fees pathways.</li> <li>9. Increase in number of students</li> <li>10. The overall increase in scholarships offered to or at CIU by 2023.</li> <li>11. Maintain Collections at or &gt;92%</li> <li>12. Flex Options for tuition and fees payments</li> <li>13. Scholarship Committee in place</li> </ul>	<p>One interest-free loan from YWAM UK: \$ 120,000 for phase II building. Currently paying back on the loan Under review Partners reported on</p> <p>In process</p> <p>Faculty trained as part of the HEPI capacity building—Data on HR file. Achieved. Currently achieved through HEPI</p> <p>Over 12 MOUs to support clinical placements</p> <p>Over 12 partnerships (MOUs on file)</p> <p>Surveys indicate word of mouth is a top recruitment tool.</p> <p>Growth by 6%. Still reliant on Tuition and Fees 5% implemented as an incentive for students and faculty who recruit. Data with finance.</p> <p>Received 25,000USD towards last-mile scholarship 2021-2022</p> <p>Currently collections between 90-92%</p> <p>Flexi options-maintained Data with Finance</p> <p>Being implemented</p>



<p><b>Goal 2.2</b> <b>GROW: PARTNERSHIPS</b> <i>Pursue strategic partnerships that will enhance CIU's capacity to achieve its mission</i></p> <p><b><u>CORE INSTITUTIONAL ACTIVITY</u></b></p>	<p>i. <b>Articulate</b> a clear Community Engagement Framework for action</p> <p>ii. <b>Increase</b> the number of Strategic Partnerships among the following spheres:</p> <ul style="list-style-type: none"> <li>• Community</li> <li>• Academic and Research</li> <li>• Alumni and their employers</li> <li>• Government and Professional Bodies</li> <li>• NGOs/Development Partners/Investors, Industry</li> </ul> <p>iii. <b>Pursue</b> strategic partners/investors that support robust infrastructure development.</p> <p>iv. <b>Leverage</b> (through benchmarking) the experience of partner institutions to support quality improvements at CIU</p> <p>v. <b>Appoint</b> a Liaison officer to coordinate and manage partner relations.</p> <p>vi. <b>Appoint</b> a Development Officer to oversee the CIU development agenda.</p>	<p>1. Number of Active Strategic Partnerships</p> <p>2. Number of collaborative community engagement</p> <p>3. New Academic Exchanges created by 2023.</p> <p>4. Benchmarking</p>	<p>Research Partnerships reported above (11) 12 Other MOUs for T&amp;L and outreach (3 New: Kayunga; Tutapona, Touch Namuwongo, ATU and University of Somalia)</p> <p>Resumed March 2022: Health Day: over 600 patients seen.</p> <p>New: Virtual exchange with ATU; Finish exchange program back on track. ODEL accomplished through robust benchmarking with Cavendish University and NCHE guidelines</p>
<p><b>Goal 2.3</b> <b>GROW:</b> <b>DIVERSIFICATION</b> <i>Expand Schools and Programs</i></p>	<p>i. <b>Rebrand</b> to foster diversification of programs beyond health sciences.</p> <p>ii. <b>Increase the</b> number of students in each program.</p> <p>iii. <b>Expand</b> Graduate and Undergraduate programs</p> <p>iv. <b>Increase the</b> number of international students</p>	<p>1. Brand standardization</p> <p>2. Number of new programs</p> <p>3. Number of students increased to 1300 by 2023.</p> <p>4. The number of international students increased by 40%</p>	<p>Currently Consolidating Reported Reported</p> <p>Currently 14%</p>
<p><b>Goal 3.</b> <b>RESEARCH &amp; INNOVATE</b> <i>Actively advance research and scholarship</i></p>	<p><b>Develop</b> a supportive research infrastructure. <b>Increase</b> research publications and dissemination.</p>	<p>1. Number of publications <math>\geq 20</math> per year</p> <p>2. Established and disseminated research thematic areas by end of 2019.</p>	<p>Reported on. We are meeting the goal Under revision.</p>



<p><i>and enhance innovative practices</i></p> <p><b>CORE INSTITUTIONAL ACTIVITY</b></p>	<p><b>Focus</b> extensively on faculty mentorship and research development.</p> <p><b>Promote</b> continued growth in research and innovation.</p> <p><b>Develop</b> specific research thematic areas that align with national research priorities.</p> <p><b>Recruit and retain</b> outstanding research faculty, staff and students.</p> <p><b>Promote student</b> scholarship at all levels.</p> <p><b>Pursue</b> research and innovation clusters of excellence that increase opportunities for grants-seeking and funding.</p> <p><b>Actively disseminate</b> CIU research and innovation accomplishments internally and externally</p> <p><b>Establish</b> a School of Post Graduate Studies and Research to foster coordination of all research efforts at CIU.</p> <p><b>Explore and secure</b> opportunities for partnerships.</p>	<ol style="list-style-type: none"> <li>3. Number of research strategic partnerships</li> <li>4. Fully functional School of Post Graduate Studies and Research by 2020</li> <li>5. Number of new research or innovation initiatives</li> </ol>	<p>Reported on</p> <p>Substantive Dean Appointed. School fully established</p> <p>Reported in the research report</p>
<p><b>Goal 4.1</b> <b>SUSTAIN: VISION</b></p> <p><i>Cultivate and sustain a vision and mission-focused community</i></p> <p><b>STAKEHOLDER REQUIREMENT</b></p>	<ol style="list-style-type: none"> <li>i. <b>Develop a Strategic Plan</b></li> <li>ii. <b>Develop a Statement of Work</b></li> <li>iii. <b>Integrate</b> the CIU vision in all marketing content</li> <li>iv. <b>Increase Visibility</b> of the Vision</li> <li>v. <b>Recruit</b> Vision champions</li> <li>vi. <b>Orientation</b> for faculty, students, visitors with a specific focus on the Vision and Mission of CIU</li> </ol>	<ol style="list-style-type: none"> <li>1. Approved and Implemented CIUSP2023</li> <li>2. Personalisation of CIU values, mission, vision (number of staff, students, faculty who know)</li> <li>3. All marketing content includes mission and vision</li> <li>4. All departments have functional strategic plans</li> <li>5. CIUSP2023 Champions Appointed by end of 2019</li> </ol>	<p>Approved September 2019. In-force</p> <p>Reported on</p> <p>Ongoing</p> <p>Needs review</p> <p>HoDs have taken on the role of Champions</p>
<p><b>Goal 4.2</b> <b>SUSTAIN: FINANCIAL HEALTH</b></p>	<ol style="list-style-type: none"> <li>i. <b>Develop</b> a resource mobilization strategy (Goal 2)</li> <li>ii. <b>Secure</b> sustainable resources</li> </ol>	<ol style="list-style-type: none"> <li>1. See Goal 2.1</li> </ol>	<p>Resource Mobilization Strategy—Reviewed. Equity investment plan in place.</p>

<p><b><i>Operate a financially stable and efficient organization</i></b></p> <p><b><u>MANAGEMENT OF THE UNIVERSITY</u></b></p>	<ul style="list-style-type: none"> <li>iii. <b>Flexible</b> allocate funding to areas of strategic importance to sustain CIU reforms.</li> <li>iv. <b>Articulate</b> an Operating/Business Model</li> <li>v. <b>Establish</b> Operational Manuals to foster execution and support operational effectiveness.</li> <li>vi. <b>Pursue</b> Data-Driven recruitment and enrolment goals to support improved budgeting and financial forecasting.</li> </ul>	<ul style="list-style-type: none"> <li>2. Robust financial monitoring and evaluation</li> <li>3. Budgets for key strategic performance areas</li> <li>4. Level of income generated by each cost centre</li> <li>5. Deans trained in the area of financial management</li> </ul>	<p>Weekly Financial Review Meetings.</p> <p>Forecasting and budgets a challenge at the departmental level Lacking at departmental level.</p> <p>Cost centre reviews twice a year and periodically with new program addition</p> <p>Ongoing</p>
<p><b>Goal 4.3</b> <b>SUSTAIN: QUALITY</b> <b><i>Foster quality standards that sustain finances and vision</i></b></p> <p><b><u>QUALITY ASSURANCE/ MANAGEMENT OF THE UNIVERSITY</u></b></p>	<ul style="list-style-type: none"> <li>i. <b>Pursue</b> Quality Assurance within established quality assurance frameworks.</li> <li>ii. <b>Enhance rigour of student</b> Evaluations/Feedback.</li> <li>iii. <b>Develop</b> a Quality Assurance Policy to drive all quality assurance activities in CIU</li> <li>iv. <b>Ensure</b> all curricula adhere to NCHE standards.</li> <li>v. <b>Sensitize management</b>, staff and faculty to the NCHE capacity indicators routinely.</li> <li>vi. <b>Conduct</b> Institutional Self and external assessments every 3 years</li> </ul>	<ul style="list-style-type: none"> <li>1. Adherence to NCHE capacity indicators with “Acceptable” or better scores by 2020</li> <li>2. Student feedback is integrated into curriculum and instruction improvements.</li> <li>3. QA Policy in place by the end of 2019</li> <li>4. Institutional Self-Assessment</li> </ul>	<p>On target</p> <p>On Target</p> <p>On Target</p> <p>Done April 2022</p>
<p><b>Goal 5.</b> <b>LEADERSHIP &amp; ADVOCACY</b> <b><i>Increase leadership capacity, lead change and take the success model of CIU to the world</i></b></p>	<p><b>Pursue</b> Membership with strategic national and regional bodies (VC Forum, MoH, Professional Bodies, NGOs) <b>Partner</b> with other institutions to run targeted conferences. <b>Inclusion:</b> of CIU Champions in CIU Council <b>Increase</b> advocacy partnerships with other organizations.</p>	<ul style="list-style-type: none"> <li>1. Number of conferences led.</li> <li>2. Number of partnerships/MOUs</li> </ul>	<p>Lead role: Establishing NMLTT. 32 Webinars for the 2019-March2021 Maintained: UHF; UVCF; AHPC; NNC; GIRL-CONNECT</p> <p>Reported on</p> <p>Pending</p>

<p><b><u>STAKEHOLDER REQUIREMENT/ MANAGEMENT</u></b></p>	<p><b>Integrate</b> community outreach into learning and teaching.</p>	<p>3. CIU Champions appointed by end of 2019.</p> <p>4. Community Outreach</p>	<p>On Target. Reported on</p>
<p><b>Goal 6.</b> <b>IMPACT &amp; VISIBILITY</b></p> <p><i>Prepare graduate leaders who will transform communities and shape the future</i></p> <p><b><u>STAKEHOLDER SATISFACTION</u></b></p>	<p><b>Strengthen</b> the CIU positioning by securing Charter Status.</p> <p><b>Become</b> a university of choice for programs and services offered.</p> <p><b>Establish</b> an Alumni Program to foster ongoing communication and collaboration with Alumni and to facilitate tracking of Impact &amp; Satisfaction.</p> <p><b>Pursue Data</b>-driven understanding of and tracking of Industry Satisfaction as well as engagement.</p> <p><b>Disseminate</b> new knowledge that contributes meaningfully to evidence-based practice and innovations.</p> <p><b>Establish</b> a robust Marketing program to foster Brand management.</p> <p><b>Collect, Analyze and Use Data</b> for market decision-making.</p> <p><b>Develop the website:</b> as a critical tool for Marketing and visibility.</p> <p><b>Develop a Smart</b> Communication Strategy and Wording to foster identification online as well as high ranking in Uganda.</p> <p><b>Establish and promote</b> academic portfolios—Centers of Excellence</p>	<p>1. Chartered by end of 2020.</p> <p>2. ≥Ninety percent (90%) of alumni in employment every year</p> <p>3. Active Alumni Association by end of 2019</p> <p>4. CIU Rank &lt; 10 every year</p> <p>5. Robust Marketing Strategy and Budget in place by 2019</p> <p>6. Alumni surveys indicate the Number of alumni in leadership positions.</p> <p>7. Data-for-Decision</p> <p>8. Website Management</p> <p>9. Refactory: ICT developers</p>	<p>Adjusted to end of 2022.</p> <p>Tracer Survey for 2019; 2021—On file</p> <p>Established and secretariat appointed--active</p> <p>Currently &gt;10 for two consecutive years. Currently 14/68 (5<sup>th</sup> among private universities)</p> <p>On Target. A steady increase in student numbers</p> <p>On target; Survey reports on file</p> <p>On target: Some gaps are being addressed. ERS launch 2023</p> <p>SEO done. Updates ongoing. Webinars Active YouTube CIU site Virtual Exchange Lectures In place</p> <p>Over 99% of ICT developer programs employed.</p>