SOROTI UNIVERITY

Strategic Plan

2014/2015 -2018/19

CONTENTS

1.0 Section 1: Information and Background

1.1 Introduction

This is the first Strategic Plan for Soroti University. The Plan covers five (5) years from 2015-2019. The Plan lays ground for enhanced performance that is pegged on sound determination of vision, mission, its philosophy, core values, strategies, objectives, activities and time frames. It covers key elements of a growing institution such as land, organization and management, facilities development, teaching and learning, research development, and ICT. It also includes issues like human resources development, recruitment and deployment, financial management, gender, internationalization and student affairs and services. The Plan takes cognizance of the fact that the University is a nascent institution getting off the ground with support and ownership mainly from the Government of Uganda and local communities. It is established as a secular institution serving all persons admitted to or working in it without bias of any sort. This Plan is therefore published to serve the following purposes:-

    (i)   Serving as a guide to forward thinking and establishing its future direction.
    (ii)   Serving as a tool for resource mobilization and allocation.
    (iii)   Coordinating functions and activities.
    (iv)   Enhancing teamwork and motivation.

To achieve those purposes we are looking critically at the desirable future directions of Soroti University, making strategic decisions to arrive at the desired knowledge destinations, and formulating calculated actions aimed at taking the advantage of strengths and opportunities available to the University, and minimizing the hindering effects of internal weaknesses and environmental threats in pursuit of the long-term objectives of the University. This involved examining where we are as a growing institution, focusing on where the University should go in the long run, identifying how the University gets there and how to sustain and even add on what has been achieved.

1.1.2 Approach

To ensure that Soroti University grows to become a great institution, this Strategic Plan recognizes the challenges facing higher education in the country in the present times as well as the opportunities presented by an expanding national and international market place for higher education and training, and the parallel challenges of an environment

characterized by decreasing government funding for higher education and increasing competition in the sector. This according to African Development Bank (July 2010) result-based country paper 2011-2015 means linking higher education to the labour market needs and gearing towards making training more relevant to supporting economic growth. The Plan recoils around the need for a university that nurtures visionaries and innovations within resources available and in accordance with national development aspirations. Care is taken in ensuring that the Plan is consistent with and contributes to the achievement of government development agenda and vision. The Plan therefore reflects high aspirations as well as demonstrating creativity, inspiration and innovativeness. Consideration is made of the fact that the future of Soroti University will be built on how modestly it sets her priorities right.

1.1.3 Need for the Strategic Plan

This Strategic Plan marks the beginning of a new era in the history of Soroti University. It is the first Plan for the University starting from scratch. The Plan covers the period 2015-19. It addresses not only core activities of infrastructures development, teaching and learning, research and knowledge transfer and partnerships but also endeavours to tackle other equally important issues like quality assurance and risk management, ICT, human resources development, internationalization and gender issues. The time between 2012-14 was a transitional period that worked as a stage from appointing the task force to implementation of work plans that culminated into construction of the first multipurpose complex. Like other universities, Soroti University's mandate is derived from UOTI Act 2001 sec. 24 which states *inter alia* as follows:

(a) Provision of higher education, promotion of research and advancement of learning;
(b) Dissemination of knowledge and giving opportunity of acquiring higher education to all persons including persons with disabilities wishing to do so regardless of race, political opinion, colour, creed, or sex;
(c) Provision of accessible physical facilities to the users of a public university.

Our design of the first facility is conserved as a launching pad where different departments will share teaching and learning space and in some cases teaching and learning equipment, staff and courses. For this the University will realize advantages of pulling together. This will increase overall productivity and therefore have stronger multi-disciplinary research teams. This will increase overall productivity and ability to compete for research grants. There are also many infrastructural benefits to this arrangement in terms of shared lecture space, general and specialized computer

laboratories and others leading to sharing of resources hence attaining optimal usage. It is from the above introduction that this inaugural Strategic Plan was formulated and is presented.

1.1.4 University Profile

To meet the nationally required human resources of the country and the region in general, Soroti University is being established to offer Medicine, and Engineering as flagship knowledge areas. These will be supported by other supporting areas like ICT, and Science Education all at undergraduate level of education initially. Programmes for some of these courses have already been developed and submitted to the National Council for Higher Education (NCHE) for review and accreditation.

1.1.5 Organizational Structure and Management

The Task force is the founding management structure. This structure comprises of the Chairperson of the Task force, Deputy Chairperson, Secretary, Academic Registrar and Administrative Assistant. This team is supported by administrative and support staff including Administrative Assistant to the University Secretary, Executive Assistant to Chairperson Taskforce, Accounts Assistants, Assistant Operations Officer, drivers, tea assistant, office assistants, security assistants, and compound assistants. In addition the Task force is assisted by Acting Site Engineer and Clerk of Works. The Task force is governed directly under the Department of Higher Education and Training, Ministry of Education, Science, Technology and Sports till such time the Ministry of Education, Sports, Technology and Sports puts in place the Governing Council that will then steer the affairs of the University including appointing staff of various cadres.

2. Section II : Soroti University Identity
2.1 Identity

To meet the national social needs and produce drivers for economic development, Soroti University will be identified as a science and engineering-based university.

2.1 Vision

To be a renowned centre of excellence that produces visionaries and innovations for building healthier and sustainable prosperous societies.

2.2 Mission

To improve society by being a fountain of knowledge, skills and innovation that supports sustainable development and transformation. <u>This will be realized through</u>;

- Educating responsible broad minded individuals to act as future visionaries in our society.
- Stimulating innovations that surpass traditional boundaries.
- Building an open society /community of students, scholars and others for free exchange of ideas to impact the society at large.
- Delivering learning that is active, creative and continuous.
- Fighting society ills of poverty, disease, ignorance and unemployment.

2.3 Motto

We create, inspire and innovate

2.4 Core values

- Excellence
- Integrity
- Students at the core
- Innovation
- Creativity
- Diversity
- Responsibility
- Effective stewardship

Our philosophy

A developmental University that is the engine of community engagement development and transformation

3.0 Section : III – Environmental Scan

3.1 Introduction

To fit into the environment it is located and will operate from and chart the way forward, it was pertinent to scan the environment. Knowledge from this space would help the University identify its opportunities and challenges. A SWOT analysis was performed. This was an important step in helping the University respond strategically and effectively to the rapidly changing environment the University will operate from. The identified issues help the University planners to consider some of the things raised, avoid others inconsistent with University values and national requirements and incorporate some of them into the Plan. While the identified lists of issues are by no means exhaustive, they provide a useful context upon which refinements to the Strategic Plan can be made.

3.2 SWOT Analysis

Before formulating goals for the University, an internal assessment of the current of views of the Task force on Strengths and Weaknesses was performed in a workshop by all members of the Task force. An external assessment of opportunities and threats was also performed; all stated below.

3.2.1 Strengths and Opportunities

3.2.1.1 Strengths

   i)   Availability of land
   ii)   Funding from Government
   iii)   Community support
   iv)   Motivated Taskforce to steer project
   v)   Easy access to University Campus

3.2.1.2 Opportunities

   a) Only public University in northeastern Uganda

b) Availability of other public institutions for health and teacher education

c) Easy accessibility to essential services like Banks, Hospitals, Roads, Police

d) Prevailing peace and security

e) Potential catchment area for pool of students

f) Potential for partners to collaborate with e.g. Tknika, NARO etc.

g) Political Will to develop the University

3.2.1.3 Challenges and Weaknesses

i) Single income base
ii) Squatters on land
iii) Poor developed neighborhood to provide decent accommodation for staff and students
iv) Poorly developed Real Estate in the district likely to push administrative costs up.
v) Potential difficulty to attract senior cadres of staff due to location outside Kampala

4.0 Section IV : Soroti University Strategic Direction

4.1 Positioning

This Plan seeks to position Soroti University to be the centre of excellence in learning that produces visionaries and innovations for building healthier and sustainable prosperous societies. It hopes to achieve this by leveraging government and community support and experienced and qualified staff to plan for an impactful model University in the country, region and Africa as a whole. The University's direction is underpinned by the broader policy frameworks such as the Vision 2040, National Development Plan (NDP), and New Partnership for African Development (NEPAD).

Soroti University recognizes that as a new institution, there are likely to be issues affecting its development according to the vision and mission already stated.

However the development process is planned systematically and the process of formulating this Plan has been part of it. Factors influencing the Plan are considered. In this Plan there is recognition that some of the strategic areas for immediate attention relate to the strengthening of other aspects of University development as a whole. For instance building lecture space without cafeteria makes a mismatch in the Plan development because students and staff must eat in the cause of study; likewise reading all the time without sports will make students dull. Within the narrow resource envelop, such complimentary requirements are planned close to in implementation. This is where the value of prioritizing comes in. Secondly, while the University would impressively be good with all structures in place, but the resource envelop will dictate how much to do at a given time.

4.2 Goals and Objectives

The goals, objectives and strategies highlighted in this section provide the operational mechanism for the University to focus over the next five years. This focus is central to planning if the University will open to its core functions of teaching and learning, research and innovation, and community engagement alongside the infrastructure planning and development process. It also provides the guiding principles for the identified support functions that provide an enabling environment for the implementation of the University mission, key among which are the human resources, organization and management, ICT, the library, resource mobilization and investment, internationalization, etc. contained in the next subsection is a batched matrix of performance.

4.2.1 Organization and management

As an emerging public university in the region, Soroti University is founded in accordance with guidelines contained in the law governing universities and tertiary institutions i.e. Universities and Other Tertiary Institutions Act (UOTI 2001 Act). Key issues dealt with in the Act are: establishment of a public University, governance, officers and function, audit, management of the public university among others. Soroti University fits within the law and is being established within that context. Soroti University is therefore seeing to it that the organization and management of the University is done according the law beginning with promulgation of the law

establishing the University, appointment of the University Council, and Council establishing committees that will carry out among other functions, appointment of staff or officers to run the University. It is advisable that initially there is a small council to steer the University.

Goal

Efficiency and effectiveness in managing the affairs of the University

Objectives

(a) To set the organizational structure that will facilitate achievement of University goals
(b) To establish management structures that will support attainment of University goals
(c) To populate the structures so they run University activities
(d) To employ initial staff who will guide policy in their respective domains

Strategy

(a) Appraisal of existing Taskforce staff at least by end of 2015
(b) Identifying three Caretaker deans (Engineering, Science and Medicine) and other core staff by October 2015
(c) Recruitment of the caretaker staff

4.2.2 Financial Management

Money is one of the most important elements in running any institution. As a public project Soroti University receives its finances from Government of Uganda which provides mechanisms for ensuring proper use and accounting of its money. This Plan sustains regulations and guidelines provided for in the Public Finance and Accountability Act (…) and Section 63 of UOTIA 2001 on use and accountability of funds.

Goal

Efficient use and accountability of funds

Objectives

    (a) To provide University policy on financial management

    (b) To budget for and implement activities as per work plan and within amount allocated

    (c) To ensure timely accountability of funds received

    (d) To prepare and submit to MoEST&S quarterly and annual financial reports

    (e) To assist in Annual audit of funds received.

Strategies

    (i)   Management to prepare and submit to Council, University financial policy for approval

    (ii)   Spend funds according to approved budget, work plan and procurement plan

    (iii)   Accurate book keeping and financial reporting

    (iv)   Submitting quarterly and annual financial reports to MoEST&S

    (v)   Accessing auditors with all the financial transactions during a particular period. Answering queries arising out of audit

4.2.3 Land

Overriding all pillars is the availability of land and how much it is to establish and run University activities. Soroti District Council granted the University 228 hectares of land that is located in the north of Soroti Town near Teso College, Aloet. This land is in two portions – Plot 50 (184 hectares) and Plot 51 (44.6 hectares). This is the land upon which the University has begun construction of the first buildings, made roads, cleared the bushes, and began planting tree seedlings. Physical plan has been prepared.

Goal

Judicious use of this land to gain greatest advantage

Objectives

    (a) To establish a Master Plan for the entire University

Strategies

(i)   Designing and publishing a Master Plan
(ii)   Advertising the Plan for public scrutiny and correction
(iii)   Integrating this Plan into Soroti district Cadastral maps

4.2.4 Infrastructure planning and development

One of the pillars of any institution is infrastructure. This Plan recognizes that Soroti University is a nascent higher education starting from scratch. Therefore the University must work towards developing critical quality infrastructure that will include: (a) Academic buildings such as faculties, laboratories, libraries, research centres (b) Administrative buildings such as Central Administration building, Estates and Works, Police Post, (c) Welfare buildings such as Hospital, Cafeteria, University Club, Sports Centre, Guild Canteen, (d) Road network (e) Campus compound (f) sports fields etc.

Goal

World class infrastructure

Objectives

(a) To evaluate the current physical plan as prerequisite for making University Master Plan
(b) To identify and plan for the required University-wide infrastructure
(c) To prioritize construction or establishment of the infrastructure

Strategies

(i)   Access consultant services in physical planning to evaluate and plan the University
(ii) Categorize and list of the requirements for University wide infrastructure for teaching and learning, social amenities
(iii) Prioritize the requirements according to need and the resource envelop
(iv) Implement the development of facilities as planned.

4.2.5 Teaching and learning

Knowledge has become the strategic resource of organizations and territories, both from the perspective of economic growth, competitiveness and innovation and from the perspective of employment, social cohesion and equal opportunities. Learning has already become the most important skill in knowledge societies. Source of this knowledge is higher education institutions such as from Soroti University. To impact society Soroti University is will focus on strong or potentially strong academic programmes in sciences. Core activities of functions under this thematic area are; teaching, learning and research and community outreach and partnerships.

Goal

Excellence in knowledge delivery and absorption

4.2.3.1 Teaching rather lecturing is a distinct function of any university, Soroti University inclusive. The University will evolve transformative education and training models that should help reduce the unemployment rate through adaptations and other ways such: development of new learning models that support and facilitate the development of transversal competencies and assist students' personal and professional development; stepping up skills development by strengthening work-linked education and training systems; developing a professional monitor led clear, targeted, efficient career guidance system; maintaining high levels of excellence and quality in training and introducing new fields, new approaches and new methodologies. To achieve this, the University will do the following:

Objectives

   (a) To develop teaching and learning methodologies that are flexible and technically specialized
   (b) To commit the University to quality and excellence
   (c) To encourage lecturers to aspire for creativity and innovativeness

 Strategies

   (i)   Retraining of teaching staff
   (ii)   Commitment to national and international standards
   (iii)   Inducting teaching and research staff on strategies of thinking creatively

4.2.3.2 Learning is a distinct activity that is either directed or self-directed. Soroti University is committed to providing systems that will effectively support learning. In particular it will establish targeted institutions for this purpose. Falling in this category will be the Library system for all students and staff; ICT tooling and retooling for all staff, study tours, industrial attachments, seminars and workshops etc

Objectives

    (a) To promote learning by doing, seeing and participating
    (b) To provide facilities and tools for self-directed learning

Strategies

    (i)   Planning and budgeting for learning activities
    (ii)   Including a learning sub component in all programmes across the University
    (iii)   Establishment of library and information system, central ICT system and inclusion of community outreach in all academic programmes.

4.2.6 Research and dissemination

Research is distinctive activity of academic life for which Soroti University must do from the beginning. Being a new institution development of research capacity basing on high impact disciplines, relevance, collaboration, creativity and innovation will be started and consolidated. Development of research capacity in terms of management and administration will be part of the University academic framework.

Goal

Publications and IPRs

Objectives

    (a) To train all students and academic staff in modern research methodologies
    (b) To build and maintain acknowledged leadership in departments in key knowledge areas

    © To pursue University-wide services for the administration and support of research grants including government, foundation and industry finding

Strategies

    (i)   Establishing a Research and Learning Management Training Centre at the University

(ii)   Ensuring research methods are incorporated in all curricula of the University

(iii)   Ensuring a programme for training and retraining lecturers in research methodologies is developed and implemented.

(iv)   Ensuring that research administration is well coordinated in one research office

4.2.7 Innovation

Excellence in innovation

Objectives

(i)   To develop a strong culture and practices of innovation and entrepreneurship within the institution

(ii)   To partner with strategic units within the institution, relevant higher education structures, industry, government and communities to promote and grow Small to Medium Enterprises

(iii)   To contribute in growing applicable research and build strong scholarship in areas of curriculum, teaching and learning as well as in innovation and entrepreneurship drawn from within the institution and communities

(iv)   To provide training in novel ideas generation, prototype development, testing and commercialisation as well as work with relevant units to secure Intellectual Property rights

(v)   To act as an institutional mechanism for providing up-to-date information on innovation and entrepreneurship trends and future directions including developing models and conceptual frameworks that support curriculum, teaching and learning, research as well as application processes of the institution

(vi)   to respond effectively to emerging challenges and opportunities that innovation and entrepreneurship enable within the institution, local communities and regionally in relation to promoting SMEs and enterprising behaviour

Key Strategies

(i)   To develop student and staff advisory facility for research focused in areas of innovation and entrepreneurship drawing from disciplines, cross-disciplinary work, curriculum as well as teaching and learning

(ii) To retrain existing businesses, guide them to medium growth levels and provide advice on diversification and, building strategic networks for aggressive competitiveness

(iii) To set up an Innovation and Entrepreneurship Orientation Programme to generate interest and develop entrepreneurial mind-set amongst students (job generators rather than job seekers)

(iv) To set up the Social Intelligence Programme designed to develop skills of critical and creative thinking, active citizenry and cultural understanding

4.2.8 Human resources planning and development

As stated elsewhere Soroti University is starting from scratch and it is located in rural environment. It is likely that attracting high level academic staff may be challenging initially. This position could be exacerbated by the fact that other universities are also running with low levels of staffing and yet they must operate. It is imperative therefore that Soroti University is cautious in its plans to move step by step and consolidating the gains it makes. The University should also put in place attainable privileges for attracting more staff in the event it becomes a problem.

Goal

Attract, recruit, and retain incoming staff

Objective

(a) Council to approve developed human resource manual/policy
(b) To recruit young people who can train further
(c) To attract and provide opportunities for upgrading

Strategies

(i) Provide human resources development policy
(ii) Recruit on a phased basis

(iii) Offer fairly stable remuneration
(iv) Provide affordable but reasonable benefits
(v) Provide for upgrading avenues

4.2.9 Outreach and partnerships

Universities are universal institutions and communities are places where universities derive their populations. Relating with communities and learning from them and vice versa are important elements of Soroti University development and sustainability process. Therefore the University will put emphasis on that relationship as a way of enriching and making it easy for it to learn and be learnt from. Similarly Soroti University shall endeavor to join and partner organizations from which it will benefit from and vice versa.

Goal

Beneficial platforms and networks

Objectives

  (a) To market the University for its benefit
  (b) To link with communities for learning and unlearning purposes
  (c) To apply for membership to relevant institutional bodies
  (d) To enter into mutual relations with other institutions

Strategies

  (i)   Provide a policy for outreach and partnerships
  (ii) Maintain website, publish newsletters and leaflets
  (iii) Participate in events of University relevance
  (iv) Participating in Exchange programmes

4.2.10 Human resource planning and development

One of the pillars of an institution is the human resources recruited and employed to drive it. Soroti University is conscious that because of the increasing number of university countrywide and because of lack of interest in teaching by young academics, low pay, and attracting highly qualified and competent human resources will be difficult. Likewise getting senior staff at professorial level will also be quite

difficult. The University therefore will open different but competitive job opportunities for different types of staff. It will also develop a scheme of career staff development to encourage its staff to upgrade. Information on this will be found in the University's Human Resource Manual.

Goal

Building well qualified and competent human resources

Objectives

    (a) To provide policy guidelines on staff recruitment, and deployment

    (b) To provide for training of staff

    (c) To support or incentives for staff requiring further training

Strategies

    (i)   Publication and dissemination of human resources Manual

    (ii)   Development of training policy

    (iii)   Encouraging staff to improve their qualification

4.2.11 Resource Mobilization and Investment

Financial resources supported by qualified human resources are basic to seeing projects move. Soroti University currently is supported by Government of Uganda. In the long run this will not be sufficient base for the University to run properly. This Plan therefore suggests that the University Management and eventually Council act proactively to put in polies to raise funds for the University. At the same time they should invest wisely according to priorities bearing in mind complementary needs.

Goal

Raising funds and investing wisely

Objectives

    (a) To provide policies for fund raising

(b) To plan and carry out fundraising activities

(c) To draw and implement Investment plan

(d) To budget for funds raised

Strategies

(i)   Council to adopt Endowment policy, BOT

(ii)   Organize various fundraising activities

(iii) Management draws Investment Plan for Council to approve

(iv)   Invest funds raised

4.2.12 Support Services

Soroti University like other academic institutions needs a sound environment in which to pursue its vision and mission. University core activities of teaching and learning, knowledge transfer and outreach will be incomplete without support services. These include providing places of prayer, games and sports facilities, participating in communal activities all of which promote staff and students participation and retention.

Goal

Supportive Social Environment

Objectives

(a) To develop policies that deal with social and cultural issues affecting staff and students by 2016 onwards

(b) To ensure equal opportunity for all, friendly and secure environment for all staff and students by beginning 2015 onwards

(c) To influence places of prayer are established by 2017

(d) To develop games and sports activities by end of 2015 onwards

(e) To establish Bookshop, pharmacy and

Strategies

(i)   Publish policies on issues affecting staff and students' lives i.e. accommodation, gender, internationalization etc.
(ii) Facilitate students participation in popular activities like games and sports
(iii) Influence religious leaders to build places of prayer at the University
(iv) Engage staff and students in games and sports.

4.2.13 Cross cutting issues

Issues cutting across higher education are many. However, those that will have a bearing on Soroti University are Quality Assurance and [Risk Management], internationalization, Gender and ICT. These issues contribute to the global phenomenon that higher education has become. Soroti University in her planning is conscious of integrating them into all her activities so that a just balance is found while propagating an environment in which they become part of the known University processes.

4.2.13.1 Quality Assurance and Risk Management

In Soroti University's organizational culture, Quality Assurance and Risk Management are from the very beginning important components of planning. These are intended to create minimum standards upon which benchmarking can be done. The University in all she does will be looking for best practices and incorporating them in its programmes. Risk management is a feature meant to keep an alert on how to remove or minimize encumbrances that may pull down standards the University needs to achieve and sustain.

Goal

Quality Education

Objectives

(a) To ensure Soroti University becomes operational basing on approved and acknowledged standards

(b) To enforce a framework for quality assurance and risk management throughout the University departments

Strategy

(i) Establishing the Quality Assurance and Risk Manager's Office

(ii) Benchmarking for best practices worldwide and incorporating them in the University programmes

(iii) Incorporating NCHE minimum standards and practices into the University programmes and activities.

(iv)

4.2.13.2 Internationalization

No institution is an island. Partnerships and alliances are critical components of international education development and a global focus. Internationalization in a university reflects it capacity to attract and learn from the best of the best across the world and bring others into its fold. This is manifested in the internationalization of curricula, recruitment of staff and students from different parts of the world, procurement of reading materials and equipment from different publishers in different parts of the world, sports competitions, external examining, joint projects and awards, research and publication, financial support in form of grants and fellowships etc. Soroti University is conscious of these as a global phenomenon across the world and will deeply engage in internationalization as a means of growing up and consolidating its presence on world academic stage.

Goal

Benefitting and learning from the world of knowledge

Objectives

(i) To establish International Relations Office

(ii) To facilitate national and international outreach of the University in order to showcase itself within the country, region and abroad.

(iii) To design a programme for the teaching of foreign languages

Strategies

(i) Participating in the international Universities networks offering knowledge and experience

(ii) Designing training schemes that will attract foreign students to Soroti University

(iii) Participating in international projects within the framework of international research and innovation programmes associated with Soroti University.

(iv) Paying membership fees to member organizations

4.2.13.3 Gender and Disability

Although Uganda has made strides in mainstreaming gender issues in most national aspects, there still remain gaps especially in the education system. Gender issues is a result of imbalances in our cultural set up that have often contributed into unfair treatment of the weaker in our societies. The main victims have been the girl child and women as a whole; something that cropped into the education system as well. As a result this has often led to the denial of a section of our society of their rights. Conscious of such inhibition and concerns, voices have been raised to see how this issue can be tackled. At the education camp, institutions have considered this as unfair means of a just and democratic society. Soroti University as an upcoming institution is well aware of these imbalances and would like to incorporate measures to address them.

Goal

Gender Equality and Non Discrimination

Objectives

(i) To provide a gender policy and disability policy

(ii) To be gender sensitive and non-discriminatory while planning

(iii) To design facilities, programmes and filling of vacancies without gender bias. Gender Officer will be responsible for this action

(iv) To foster the principle of equity/social justice in all programmes run in the University

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Strategies

(a) Development and publication of gender and non-discrimination policy.

(b) Adhering to gender and non-discrimination policy in recruitment and admission to the University

(c)

4.2.13.4 Information Communication Technology

Information Communication Technology (ICT) is one of the most recent revolutions in the world communication history. This is due to technological advances and globalization. It is the revolution that has attracted attention of people across the globe. Individuals, organizations and training institutions have as a result engaged ICT as an instrument of education, entertainment and information through, information access, storage, and retrieval. Soroti University recognizes the important role ICT plays in education and will therefore incorporate it in all programmes across the University. To coordinate administrative activities, enhance teaching and teaching and support research, Soroti University will embark.

Goal

Technology driven University

Objectives

(a) To provide the University with world class ICT infrastructure

(b) To provide ICT as a teaching and learning tool

(c) To provide identity management services for entire University

Strategies

i.   Connecting the University to optic fibre cable
ii.   Creating a campus wide ICT network
iii.   Extending ICT services through creating a smart campus
iv.   Joining RENU and other bodies to increase the level of access to information

Monitoring and Evaluation

Within the resources available and time span of the Strategic Plan, it is important that both monitoring and evaluation are periodically carried out to ensure what is planned is achieved as required. Monitoring and evaluation are tools of analysis and review that the University will use to rely on in its decisions about its future directions by periodically checking how on the planned activities are doing to ensure activities are implemented according to the Plan and warning of deviations from the planned activities or interventions. Periodic reports regarding performance of the University projects will be produced and tabled to the University Council for consideration, guidance and advice. The reports apart from highlighting the state of the University's strategic performance will also highlight corrective measures to be engaged to improve performance.

Monitoring will entail close and regular tracking of progress against Work plans and budget, agreed positions in management meetings and physical supervision of activities being done. Quarterly, half yearly and progress reports are and will continue to be prepared, documented and submitted to different users for management and governance decision making and for accountability purposes.

As the University-wide Plan monitoring and evaluation of the Strategic Plan will be linked to the budgeting process. All Units of the University will be required to justify their budget bids on the activities in their respective strategic plans to the overall University Strategic Plan. For this purpose, the University will establish a Planning Unit to coordinate and spearhead implementation of the University Strategic Plan using inbuilt review mechanism of the Plan. This strategy is expected to yield stock of achievements and to assess the relevance of the

University's strategic orientations in the light of circumstances obtaining at a particular time. Monitoring and evaluation will be in the form of reviews that are expected to result in either validation of the strategic orientations or starting or redirecting into new orientations depending on the situation at the time of review.

Financing of the Strategic Plan

This Strategic Plan is the sum total of activities the University intends to do over the coming years in order to establish, and run it. While government is the sole provider of funds at the moment, it is envisaged that other organizations and mechanisms will become available to supplement government efforts towards funding the University. Additional strategies will therefore be explored to mobilize other resources. For instance additional financial resources will be generated from development partners, fees and friends of Soroti University. Because amount of money required is big, and cannot be accessed from the same sources at the same time, the Strategic Plan will be broken into projects and different funding pathways determined at project implementation level and time. Also financing of the Plan will be need to spend carefully and meaningfully whatever is received to gain maximum benefit while introducing hiring out of non-core activities like kitchen to private practitioners.