



**VICTORIA
UNIVERSITY**
Kampala · Uganda

25 YEARS MASTER PLAN 2013-2038

September, 2013

A handwritten signature in blue ink, consisting of a stylized, cursive 'S' followed by a vertical line and a small flourish at the bottom.

1.0 Background

Victoria University (VU), which is located at Victoria Towers, Plot 1/13, on Jinja Road, was provisionally licensed by the National Council of Higher Education on the 17th of December, 2010 under Edulink (Appendix I). After losing its affiliation with Buckingham University, UK; it was taken over with its 18 students by the Victoria University Limited (Reg. No. 132698) and was shifted from Plot 54B Kira Road, in Kamwokya suburbs to the current campus at Victoria Towers, Plot 1/13, on Jinja Road in September, 2013. Victoria University, which is now owned by Victoria University Limited, has 4 (four) bachelor programmes- Bachelor of Nursing Science, Bachelor of Public Health, Bachelor of Business Administration, and Bachelor of Computer Science.

On the 1st October, 2013, National Council for Higher Education (NCHE) granted permission to change ownership and relocation of Victoria University (Appendix II).

The current home, Victoria Towers, Plot 1-13 Jinja Road is the University campus. The Directors (i.e. owners) have committed to expanding the campus depending upon the growth in number of students and faculties. All these are geared towards enhancing the University's expansion.

The Vision of Victoria University is '*to become a Centre of Excellence for Higher Education*'. This mission is '*to transform the lives of students and advance Africa and beyond, through quality teaching, learning, diversity, and inclusion, discovery, research and creativity, promotion of health and deep community engagement*'.

To achieve its intended long-term aspiration, the University proposes the design of its Master Plan in order to outline its vision and future prospects. The Master Plan is aimed at guiding the vision of Victoria University. The Master Plan illustrates the grand ideas harboured by the University as it aspires to become a world class center of Higher Education in Uganda, East Africa and the world at large. The Master Plan is scheduled for a twenty-five-year (25) period (2013/2038) and it is programmed to be implemented in a phased manner structured in a five-yearly Strategic planning with the following components.

2.0 Components of the Master Plan

2.1 Governance Structure

According to *section 96(2)(d)* of Universities and Other Tertiary Institutions Act-2001 (amended), private Universities should have a form of governance through which the academic and administrative affairs of the University are to be conducted. In essence,

Victoria University's Master Plan encapsulates the principles of good governance, where its tenets are enshrined on the notion of separation of powers among the varying organs and offices such as Board of Directors, Directors, Chancellor, University Council, Senate, Top Management, Staff and the Student body as illustrated in Appendix III.

2.2 Financial Standing

Being a for profit venture, VU proposes to ensure prudent and viable financial strategies that can enable it to operate competitively in a sustainable way. The University shall therefore adopt the following revenue streams highlighted in Table 1, in pursuit of its agenda.

Table 1: Revenue Streams for Victoria University

No	Source	Period/Percentage				
		2013-18	2018-23	2023-28	2028-33	2033-38
1	Founders (Directors)	85%	65%	40%	25%	5%
2	Courses	15%	30%	50%	45%	40%
3	Other services such as Consultancy, Seminars	0%	5%	8%	15%	30%
4	Research, Innovation and Technology Transfers	0%	0%	2%	15%	25%

As noted from Table 1, it is clear that VU has a strong financial proposition mainly backed by the founders (Directors), for a considerable period. It is planned that in the long run, the University would be self-sustaining. The listed revenue streams in Table 1, shall be planned for intensive infrastructural development, design and promotion of innovative academic activities aimed at resulting in novelties and breakthroughs.

2.3 Infrastructure and Facilities

The University currently utilizes premises located at Jinja Road. The six story building is the main campus of the University and has a number of facilities as shown in table 2.

Table 2: Summary of Rooms and Facilities

Facility	Number	Total Space (m ²)
Lecture & Tutorial rooms	16	695.6
Library Space with three Silent Group Study Rooms	1	394.1
Computer Laboratory	2	158
Clinical Skills Laboratory	1	70
Administrative offices	18	470
Academic staff area	5	190
Multipurpose/ Conference room	1	123.4
Student Union Offices	1	15.2
Facilities for disabled	Wheelchair accessibility	Not Applicable
Student lounge	1	33.7
Stores	2	85
IT- Control rooms	1	45
Parking space	1	720
Lifts	2	Not Applicable
Standby generators	1	Not Applicable

It is clear from the inventory list of the University that there needs to be further infrastructural and facilities development. The University is looking for land to develop a campus and comply with regulations (Appendix IV).

2.4 Academic Excellence

The University envisions the attainment of high levels of academic excellence offered through;

- a) Designing and offering tailor made curricula relevant for bridging the skills gap in the employment market.

- b) Sourcing, recruiting, rewarding, retraining and retaining highly skilled professional.
- c) Embracing the adoption of the information and communications technologies for planning, innovations and delivery.
- d) Aggressively pursuing the acquisition of young and bright upcoming academics.
- e) Establishing merit-based awards, endowments and peer recognition.
- f) Embarking on scholarship programmes to attract best performing students who may be financially disadvantaged.
- g) Building strong partnerships and collaborations with community stakeholders and organisations for student internship and research activities.
- h) The promotion of conducive research environment with better administrative structure, will be the cornerstone of the Master Plan. This is expected to include the idea of enhancing multidisciplinary research through the initiatives to build centers of excellence including but not limited to health, agriculture, technology and other emerging sectors.

2.5 Community Engagement and Outreach

Victoria University is aware that corporate social responsibility provides an opportunity to stand apart from its competitors, hence making it (community engagement/support), as a pillar of the Master Plan. The Master Plan shall therefore recognize the notion of community outreach as a cornerstone for social responsibility in order to enable the University position itself as a brand. The University shall ensure the use of social media, as a mechanism of making outreach to communities on the programmes it intends to offer them. This would be crucial to fostering a brand image that is trustworthy, durable and honest. This identity will be integral to people's subjective shared impressions of Victoria University.

Table 2: Milestones for Key Attainments and Infrastructural Development

No.	Activity	Action Required	Expected Outcome	Duration	Comment(s)
1.	Grow numbers of market driven undergraduate programmes.	Develop and get accreditation for a minimum additional 26 (twenty six) new market driven	Increase number of programmes to at least 30.	October 2013-2018.	Work in progress

		programmes to make it 30 (with four current programmes).			
2.	Start new faculties	Group current and upcoming programmes into faculties and establish total five (5) faculties i.e. Faculty of Health Sciences, Faculty of Business and Management, Faculty of Science and Technology, Faculty of Humanities and Social Sciences, and Faculty of Law.	Establish minimum five (5) faculties.	October 2013-2023.	Work in progress.
3.	Start postgraduate programmes.	Identify, develop and get accreditation for at least 5 (five) market driven postgraduate programmes.	Start at least 5 (five) postgraduate programmes.	January 2016-2021.	Work in progress
4.	Embark on the Charter acquisition	Strive and ensure all the requirements for a Charter acquisition are put in place.	Application for a Charter and its acquisition	January 2016-2017	Work-in progress
5.	Increment on the student	Design highly demanded academic	Increased enrolment	January 2013-2038	Work-in progress

	enrolment	programmes through the Triple-Helix approach with focus on both local and international industries as well as technocrats.	from the current 18 to 5,000 students.		
6.	Attract and retain the best faculty staff	Streamline the academic disciplines and identify gaps in the needed areas of expertise	A staff establishment of at least 20 full time professors and 50 Associate Professors	January 2013-2038	Work-in progress
7.	Construct new premises for the University.	Transfer land donated by the Directors to the University and embark on the building project	Completed University premises	July 2025 - 2030	Work-in progress
8.	Progress on research and innovations	Increased resources to stimulate and encourage the desired research agenda	New findings, products and technology transfers	January 2022 - 2038	Work-in progress

3. Conclusion

The Long-term strategic plan (2013-2038 Master Plan) will be the basis of growth and development of the University over a 25 year period. It will be reviewed periodically taking into consideration market demands, technological innovations, government vision etc.

APPENDIX I - PROVISIONAL LICENSE

UI. PL. 016



THE NATIONAL COUNCIL FOR HIGHER EDUCATION
(Established Under the Universities and Other Tertiary Institutions Act, 2001)

This is to certify that

VICTORIA UNIVERSITY

having satisfied the conditions set by the Universities
and other Tertiary Institutions Act No.7 of 2001,
has been awarded a

**PROVISIONAL LICENCE TO OPERATE
AS A PRIVATE UNIVERSITY**

whose continued validity is dependent on fulfillment of
conditions listed at the back of this certificate.

Issued by Council

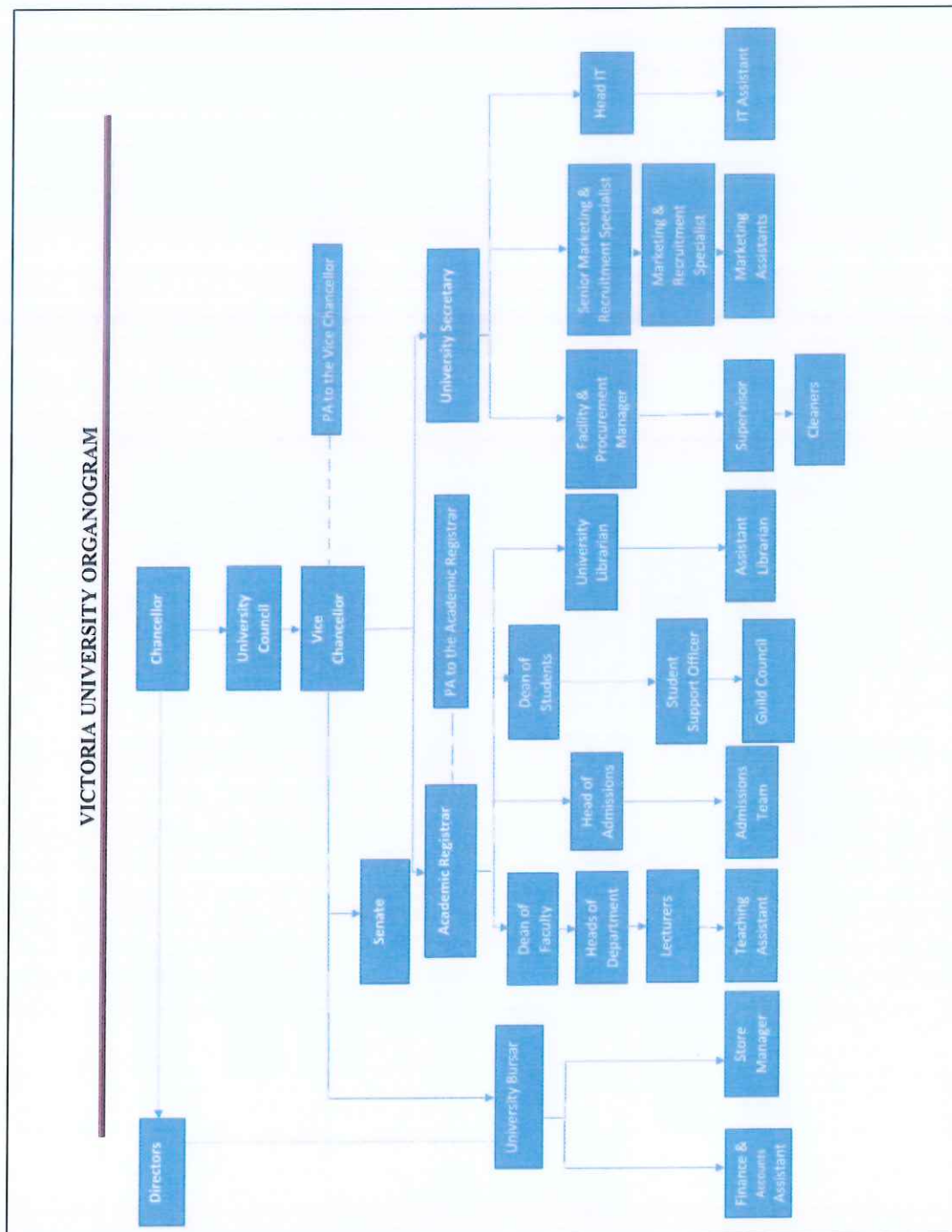
this **17th** day of **Dec** in the year **2010**

at Kampala, Uganda


Frederick L.B. Kayunga
BSc, B Vet Med, MSc, PhD, DSc(hc), MRCVS, LCP, FRVCMA, FAAS, ETWAS, FUNAS.
Chairperson


A.W.K. Kasozi
BA (Hons), LLB (AMAK), MA, PhD (Cant)
Executive Director

APPENDIX III - PERMISSION TO CHANGE OWNERSHIP AND RELOCATION OF VICTORIA UNIVERSITY



APPENDIX IV – SCHEMATIC DESIGN FOR FUTURE CAMPUS

