LivingStone
INTERNATIONAL UNIVERSITY

LIU's 4th Strategic Plan

2024-2028

Transforming Africa through

Quality, Christ-Centered, Higher Education

Foreword

We reflect on the incredible journey that LivingStone International University (LIU) has undertaken, since its founding in 2011, as we enter into our new strategic plan period of 2024–2028. Our vision and mission were established in our first strategic plan (2009-2014). This was followed by our second strategic plan (2014-2018), which guided our growth and expansion. Severe flooding at our temporary campus in 2019 and the COVID-19 pandemic in 2020 presented obstacles for our third strategic plan (2019–2023), but we persisted, adjusting and innovating to maintain operations and learning. We accomplished important milestones despite these obstacles, such as ongoing enrollment increase, academic program expansion, and infrastructure improvement.

We deeply appreciate the progress we have made and are, at the same time, cognisant of the opportunities and challenges that lie ahead as we embark upon our fourth strategic plan (2024–2028). While addressing the shortcomings and lessons learned, this plan expands upon our earlier achievements.

This New Strategic Plan is guided by seven key aims, which are designed to propel us toward achieving our vision of becoming a leading Christian university in Africa, renowned for its academic excellence, spiritual vitality, and community engagement. To accomplish this, we are mindful of the power of collaboration, innovation, and resilience. We recognize that our success is not solely dependent on our own efforts, but also on the partnerships we forge, the relationships we nurture, and the favor we receive from stakeholders.

I invite you to join us on this exciting journey as we strive to fulfill our mandate to provide exceptional Christian education in order to produce Ethical, Empowered, Employable Christian Leaders in every sector of society and to transform Africa through Quality Christ-centered Higher Education.

Sincerely,

Ps. John Michael Ekudu-Adoku
Chairperson, University Council

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Acknowledgement from the Vice Chancellor

As we embark on a new chapter in the life of LivingStone International University (LIU), I am delighted to acknowledge the tireless efforts of the Strategic Planning Committee in developing our fourth strategic plan for 2024-2028.

As we celebrate twelve years of operation as a university, we recognize the vision and mission set by our founders, and the years of labor they contributed to establishing LIU. Our first three strategic plans laid the foundation for our growth, and we are proud of our achievements, including continuous enrollment growth. We have so far graduated nine cohorts of students from five different schools and are planning to add on more schools as the university develops. In fact, looking ahead in the coming year we are having the 9th graduation ceremony. Glory to God!

We acknowledge the challenges we faced, particularly during the Covid-19 pandemic and the floods that affected our former campus, hampering our progress. Despite these challenges, we remain committed to our mission and vision, and we are determined to build on our strengths, address our weaknesses and face our threats that will be transformed into growth opportunities.

Our new strategic plan is guided by seven key aims:

1. Spiritual Development and Transformation
2. Academic Services
3. Human Resources Development
4. Student Support Services
5. Campus Development and Maintenance
6. Research, Innovation, & Community Engagement
7. Integration and Sustainability Initiatives

These aims are designed to ensure that we maintain our focus on quality, sustainability, and community engagement, while addressing the gaps and challenges we faced in the past.

I extend my sincerest gratitude to the members of the 4th Strategic planning Committee, University Council, University Senate, Deans, and Department Heads. Your contributions, insights, and commitment to LIU's success are invaluable. I also thank our Board Members who will review the draft of the 4th strategic plan, ensuring that our plan is comprehensive, inclusive, and aligned with our mission and vision.

As we embark on this new journey, I am confident that together, we will achieve our goals, overcome our challenges, and fulfill our mandate to provide exceptional Quality, Christ-Centered Higher Education with the aim of transforming lives in Africa and the World in general.

Thank you for your dedication, hard work, and commitment to LivingStone International University.

Sincerely,

Dr. Buregea Henri R.B, Ph.D.
Vice Chancellor

Abbreviations and Acronyms

APC	–	Appointments and Promotions Committee
ASHA	–	American Schools and Hospitals Abroad
COVID 19	–	Coronavirus Disease
CPE	–	Continuous Professional Education
DVC AA	–	Deputy Vice Chancellor Academic Affairs
DVC F&A	–	Deputy Vice Chancellor Finance and Administration
FAQs	–	Frequently Asked Questions
HR	–	Human Resources
HRM	-	Human Resource Manager
IT	–	Information Technology
JD	–	Job Description
JPR	–	Job Performance Review
KPIs	–	Key Performance indicators
LIU	–	LivingStone International University
M&E	–	Monitoring and Evaluation
Mgmt	–	Management
MOU	–	Memorandum of Understanding
NCHE	–	National Council for Higher Education
PhD	–	Doctor of Philosophy
QA	–	Quality Assurance
SWOT	–	Strengths, Weaknesses, Opportunities, and Threats
UC	–	University Council
USAID	–	United States Agency for International Development
VC	–	Vice Chancellor

Definitions of Terms

Strategic Plan: A comprehensive document outlining the university's strategic direction, goals, objectives, and actions for a specific period (in this case, 2024-2028).

Aim: Broad statements of direction that define what LIU is trying to accomplish within its strategic framework.

Goal: Specific, measurable outcomes that indicate progress toward achieving each Aim.

Objective: Detailed, actionable statements that break down goals into specific, trackable outcomes.

KPI (Key Performance Indicator): Quantifiable metrics used to evaluate the effectiveness and success of strategic initiatives.

Stakeholders: Individuals or groups with an interest in the university, including students, staff, faculty, administration, board members, and community partners.

Christ-Centered Education: An educational approach that integrates Christian principles, values, and spiritual development into academic learning.

Transformational Education: An educational model focused on holistic development of students intellectually, spiritually, and interpersonally.

Executive Summary

Strategic Overview:

LivingStone International University (LIU) presents its fourth strategic plan for 2024-2028, building upon a decade of growth, resilience, and commitment to transforming Africa through quality, Christ-centered higher education. This strategic plan emerges from a comprehensive, collaborative process involving diverse stakeholders and reflects the university's adaptability in the face of challenges, including the COVID-19 pandemic and infrastructure disruptions.

Strategic Framework:

LIU is dedicated to "Building the Nations of Africa" through its strategic framework, which underscores its vision of shaping ethical, empowered, and employable Christian leaders across various sectors. This structured framework provides a systematic approach to achieving LIU's mission of transforming Africa through quality, Christ-centered higher education through strategic aims. By establishing clear aims, measurable goals, and actionable objectives, the university ensures alignment with its mission and effective progress tracking, ultimately creating an enriching educational environment that prepares students to make meaningful contributions to their communities and beyond. This strategic plan is anchored by seven key strategic Aims:

i. Spiritual Development and Transformation

ii. Academic Services

iii. Human Resources Development

iv. Student Support Services

v. Campus Development and Maintenance

vi. Research, Innovation, & Community Engagement

vii. Integration and Sustainability Initiatives

The above strategic aims define our **Key Strategic Priorities** for the next five years, including:

● Fostering spiritual growth and ethical leadership

● Maintaining and enhancing academic excellence

● Developing robust human resources

● Providing comprehensive student support

- Expanding and improving campus infrastructure

- Strengthening research, innovation, and community engagement

- Ensuring long-term institutional sustainability

Vision and Mission Alignment:

The strategic plan remains deeply committed to LIU's vision of producing "ethical, empowered, employable Christian leaders in every sector of society" and its mission to "transform Africa through quality, Christ-Centered higher education."

Implementation Approach:

The plan emphasizes:

- Collaborative strategic planning

- Data-driven decision-making

- Continuous improvement

- Adaptability to changing educational landscapes

- Holistic student development

Expected Outcomes:

By 2028, LIU aims to:

- Expand academic programs

- Increase student enrollment

- Enhance infrastructure

- Strengthen research capabilities

- Deepen community impact

- Maintain financial sustainability

This strategic plan represents a comprehensive roadmap for LIU's growth, reflecting the university's commitment to educational excellence, spiritual development, and transformative leadership in East Africa.

1.0 Background and History of LIU

A Christian, Liberal Arts university was the dream of many Church of Christ and Christian Church African leaders and missionaries that have worked throughout East Africa. As church planting and ministry training continued throughout the region from the 1960s until the present, the African leaders and missionaries perceived an ever increasing need for such an institution. Discussions about the possibilities of a university were held as early as the 1990s. However, it was not actively pursued until the turn of the 21st century. The dream was finally realized with the founding of LivingStone International University (LIU).

LIU is a private Christian university established in Mbale, Uganda. It was granted a letter of interim authority by Uganda's National Council for Higher Education (NCHE) to begin operating in 2008. In March 2010, after rigorous inspections and interviews, a provisional license was granted which authorized LIU to admit students and issue degrees. The University opened the doors to its first class on January 16, 2012, on a temporary campus in Mbale. In October 2023, LIU hosted its 5th graduation, despite the challenges faced in 2019 with the severe flooding of the temporary campus and the COVID pandemic in 2020 that caused all operations to halt for over a year. Operations were forced onto the permanent campus a little prematurely in 2019 and then the pandemic affected enrollment due to the severe economic consequences in an already very impoverished area of the country. This also affected progress toward obtaining the Charter. LIU is looking forward to the construction of the Administrative Building to begin in April 2025, which will provide the facilities necessary to resume the desired growth in the numbers of students and programs and help meet the requirements for obtaining the Charter. The addition of a teacher in-service program has helped reclaim and surpass previous levels of student numbers. LIU students have come from nine different nations to date.

The permanent campus, where LIU is now operating, is located in Kamonkoli on the Tirinyi-Mbale highway coming from Jinja, about seven kilometers before reaching Mbale. When completed, the

permanent campus will be able to accommodate up to 4,000 students in its large complex of modern buildings, as set out in LIU's master plan designed by Engineering Ministries International.

The vision and mission of LIU grew out of recognition of the need to provide Christian education to a large population in underserved areas, and where a great deal of evangelism and church planting had taken place and continues. East Africa has a population larger than the United States. LIU was founded to meet this great need for a Christian university in East Africa, where many young people have not had the opportunity to obtain a higher education. It was clear to the founders of LIU, and is clear to the current administration and Board, that providing a spiritually-based, non-denominational Christian education at the university level is important in providing well-trained, ethical leaders of integrity in all professional sectors of society, including the churches. Most of the large cadre of church leaders in the thousands of churches in East Africa have not had the opportunity to attend university due to lack of funds and limited space in current universities.

LIU is the first university related to the restoration movement (Christian Churches/Churches of Christ) to be started in the East Africa region. A similar situation of needing Christian institutions of higher education was noted in the 19th and 20th centuries in the United States, and Christian colleges and universities were started to provide Christ-centered education. LivingStone International University builds on this tradition.

LIU's Identity and Philosophy

LIU is working toward its vision and mission with a Christ-centered commitment to providing a quality university education. Our educational philosophy is intended to assist students in developing spiritually, intellectually, and interpersonally for effective Christian interactions in diverse and rapidly changing socio-cultural environments, both nationally and internationally. Our name, LivingStone International University, reflects who LIU is centered on, Christ, the Living Stone, and our broad outreach in bringing LIU's motto, vision, mission, aims, and core values to bear in East Africa and beyond.

Motto	Building the Nations of Africa
Vision	Ethical, empowered, employable Christian leaders in every sector of society
Mission	LivingStone International University exists to transform Africa through quality, Christ-centered higher education.
Aims	1. Christian: We aim to become a recognisably Christian institution known for integrity, perseverance, faithfulness, service and love. 2. African: We aim to provide a modern education in an African context—relevant to the African context and drawing from the best giftings and perspectives of its countries. 3. Academically Excellent: We aim for the highest international standards for scholarship and achievement. 4. Practical: We aim to produce students who are motivated and prepared to be productive and impactful in the real world for the good of their families and communities. 5. Mission-Oriented: We aim to direct our students toward God's mission in the world; a mission of creating, healing, building, loving, teaching, serving and saving. 6. Transformational: We aim to effect community transformation and development on this continent, toward Christian ideals, in every area of society.
Core Values	Academic Excellence, Faith and Integrity, Innovative and Creative, Passion for Lifelong Learning and Student Focused
Scripture	As you come to him, the living Stone—rejected by humans but chosen by God and precious to him—you also, like living stones, are being built into a spiritual house to be a holy priesthood, offering spiritual sacrifices acceptable to God through Jesus Christ. (1 Peter 2:4-5 NIV)

Table 1: Motto, Vision, Mission, Aims, Core Values, Scripture

2.0 Strategic Planning Process at LIU

Strategic planning at LIU is carried out through a systematic and collaborative approach aimed at establishing a clear road map for the university's development periodically. This strategic plan covers the 2024 through 2028 period. The initiative represents a continuation of prior strategic plans, which have been in place since the university's founding. Notably, the plans from previous cycles spanning 2009-2014, 2014-2018, and 2019-2023, which reflect more than a decade-long commitment to structured growth and improvement. The strategic planning process is designed to combine insights and contributions from a broad array of stakeholders, ensuring that the final plan reflects the diverse perspectives and interests of those involved in the university's community. This includes not only leadership but also faculty, administration, and other key stakeholders within the institution, as well as those outside LIU. The strategic planning effort for the 2024-2028 period aims to build upon the foundations laid by previous strategic initiatives, while also enhancing engagement with our various stakeholders.

Key Phases of the Strategic Planning Process

1. Preparation and Organization

The strategic planning journey began with the administration of LIU, which played a pivotal role in organizing the process by calling together a strategic planning committee, then the visionaries organized a strategic summit that served as the central gathering for stakeholders to discuss the strategic direction of the university. The administration was responsible for sending out invitations to participants, which included a diverse collection of board members, university council members, that what I can recall from administration officials, deans, and department heads.

2. Equipping Participants

Prior to the strategic summit, the administration prepared and distributed essential working documents to participants, as applicable. These documents included:

- Previous strategic plans that provided context and insight into the aims and outcomes of past initiatives.

- Updates on the successes and shortcomings in achieving the goals and objectives set out in the earlier strategic plans, offering a reflective baseline for future planning.

- A draft strategic plan for the next five years, as organized by the strategic plan committee, in consultation with heads of departments.

3. *Collaborative Summit*

At the strategic summit, all gathered stakeholders engaged in discussions, brainstorming sessions, and evaluations of past performance. This platform allowed for the sharing of ideas, challenges, and aspirations for the future of LIU, ensuring that all voices are heard in shaping the university's strategic path. The summit employed various deliberative techniques such as workshops, breakout groups, and plenary discussions to foster collaborative dialogue.

4. *Development of the Strategic Plan*

Following the summit, the insights and feedback gathered were synthesized into this drafted strategic plan. This document articulates the university's vision, mission, aims, goals, and strategies for the 2024-2028 period. The draft was circulated among participants for further review and refinement, ensuring that the final plan accurately reflects the collective objectives and priorities of the university's diverse stakeholder community.

5. *Finalization and Implementation*

The finalized strategic plan was formally adopted by the administration, the University Council, and the Board of LIU, before the implementation phase. Clear mechanisms for monitoring progress and assessing outcomes were established, including regular updates and reports on the advancement of strategic initiatives.

6. *Continuous Feedback Loop*

Throughout the life cycle of the strategic plan, there will be ongoing assessment and feedback mechanisms in place to capture progress and adjust strategies as necessary. This adaptability is crucial in responding to emerging trends, challenges and opportunities in the higher education environment.

The Strategic Planning Committee

The Strategic Planning Committee at LIU was composed through a meticulous selection of individuals representing various stakeholders within the university. Each member brings unique perspectives and expertise, ensuring a well-rounded approach to strategic planning. The strategic planning committee is divided into a full committee and a technical team. The full committee is composed of the following LIU stakeholders:

- Leadership and Governance
- University Council Membership
- University Administration
- Deans and Academic Leadership
- Departmental Representation
- Student Representation
- Alumni Representation
- Advisory and Ex-Officio Members

The technical committee is composed of the following members:

- Fred Watsekoni
- Isaac Wakadala
- Joseph Oloba (Coordinator)
- Raymond Ekwang
- Tammie M. Harvey

The strategic planning process at LIU signifies a crucial step in shaping the university's future through inclusive and collaborative means. By harnessing the expertise and insights of a diverse group of stakeholders, LIU is set to enhance its academic and general reputation over the next five years. The commitment to reflective practice and ongoing assessment will be vital in ensuring the plan's relevance, progress, and success in a dynamic higher education landscape.

3.0 Purpose of the Strategic Plan

The strategic plan is an organized and disciplined effort to design institutional goals, objectives, and actions for the future and produce decisions and actions that guide and shape the future of

the organization: what it does, and how and why it plans to do what it does. The strategic plan will also help the organization focus its attention on crucial issues and challenges as it moves forward toward its goals. A strategic plan, therefore, helps the organization's leaders decide what to do about those issues and challenges. In short, as a result of a strategic planning process, an organization will have a clearer idea of what it is, what it does, where it is going and what challenges it faces. If LIU follows the plan, it will also enjoy enhanced performance and responsiveness to its environment.[1]

With LIU going into its twelfth year of operation as an institution, the purpose of this strategic plan is to address what LIU is going to do in the next five years: what will continue to make "it distinct, which markets it will serve, and what services it will provide." This strategic plan will "address the entire organization as a complete unit." According to the *Planning and Resources Strategy for Higher Education: A Guide for Universities in Africa*[2] This strategic plan will set the agenda for student services, faculty and staff work development, operational sustainability and major capital investments for a five-year period. This plan should only "identify and focus on a handful of priority areas" to "guide the deployment of resources" that correlate with "what the mission and values of the university are, what key market the university serves, and what bundle of services is provided by the university."[3]

As LIU has come to the end of its prior strategic plan, it looks toward the future and focuses on a limited number of strategic goals that will guide the University into the future. The plan is also expected to assist LIU in identifying its unique character that sets it apart from other universities. These strategic goals are rooted in and established upon Christ and his unchanging nature. These strategic goals also focus on the resources, facilities, programs and sustainability issues necessary to achieve LIU's mission to "transform Africa through quality, Christ-centered higher education."

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[1] *Strategic Planning for Public and Nonprofit Organizations*. San Francisco: Jossey-Bass Publishers, 1995

[2] *Planning and Resource Strategy for Higher Education: A Guide for Universities in Africa*, (p. 17), Douglas Fountain and JoEllyn Murillo Fountain, Society for College and University Planning (www.scup.org), published 2013 [5] *A Guide to College and University Budgeting – Foundations for Institutional Effectiveness*, (pp. 74-76), Larry Goldstein, Universities and Colleges—United States—Finance, published 2005

[3] *Ibid.*

The implementation of this strategic plan envisions the following benefits:

- Evaluation of strategic choices

- Long-range vision

- Evaluating operational funding development

- Effective resource allocation

- Establishing an effective organizational communication system

- Development of strategic management and related control systems

- Enabling the organization to cope with change

- Allowing proactive strategy development

- Identification of the needs for effective management of a complex organization

- Enhancing organizational leadership in strategic analysis and decision-making capabilities[4]

- Providing direction toward sustainability

4.0 Situational Analysis

Both micro and macro environmental analyses have been conducted to lay a sound foundation for determining the direction of LIU. SWOT Analysis identifies LIU's strengths, weaknesses, opportunities, and threats. Strengths and weaknesses pertained to the initial configuration of LIU, while opportunities and threats belong to the extensional evaluation of LIU. This five-year Strategic Plan is also situated with the national trends in the political, economic, social, cultural, technological, ecological, and legal factors that impact her strategic direction.

The Internal Analysis looks at the capability of LIU to offer services efficiently and effectively and to inform its stakeholders. The Strengths, Weaknesses, Opportunities, and Threats (SWOT) that face LIU were examined in detail to inform the preparation of this strategic analysis.

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[4] *Building Effective Planning and Budgeting Strategies*, Rob Reider, CPA, MBA, PhD.
(https://www.cpeasy.com/Scripts/ELE/index.aspx?ModID=827&ModIssueID=4227&UserModuleID=2819076)

4.1 SWOT Analysis

Strength (Internal)

- ✓ Integration of faith and learning provides a holistic approach to learning and is essential to a faith-based institution.
- ✓ LIU has an open-door policy in the management of staff and student issues to tap the talents and skills of all members as it also builds a sense of ownership.
- ✓ Strong linkages with international partners and the church are encouraged to enhance quality and service to the clients.
- ✓ Standing operational committees are in place and an increasing number of official university policies are being put in place.
- ✓ There is a robust financial control system in place.
- ✓ The University governance structures are fully functioning.
- ✓ LIU hired a new full-time fundraiser in 2023 to improve and grow the donor base.
- ✓ The University has Freehold ownership on the land.
- ✓ LIU was notified by USAID that it is a possible recipient of the applied for grant if the audit of Harmony Group International and LIU meets their standards for being responsible for the funds. The grant was for 1.2 million to pay for two-thirds of the administration building, but ASHA can give all or part.
- ✓ Regular fiscal budgets are being presented to the Board promptly for the Board's approval.
- ✓ The University applied for a Charter; the process is still ongoing.
- ✓ All University Programs are accredited by NCHE
- ✓ Our program offerings have been expanded to reach more students
- ✓ The University library and computer labs have been well equipped with the necessary resources to facilitate learning for the students.
- ✓ The University has been able to help finance staff at various levels of education to improve their skills.
- ✓ The university has been resilient and overcome significant challenges such as the 2019 Floods, the COVID-19 Pandemic.
- ✓ The university is in a more stable financial position than it was in the previous years.

Weaknesses (Internal)

- ✓ The percentage of full-time faculty vs part-time is still low. This has placed the burden of operations and growth on a limited number of staff.
- ✓ Our enrollment is still low, which has made the University to be over-dependent on donor funding.
- ✓ Turnover of employees in key positions has affected the growth and development of the University.
- ✓ Budget limitations have hindered the support of some staff in pursuing further education.
- ✓ Delays in campus development have led to space constraints for both staff and students.
- ✓ Limited staff with PhDs may affect the charter process.

Opportunities (External)

✓ Develop opportunities for increased revenue from income-generating projects possibly using the land acquired by the University.

✓ Seek to network and collaborate with both local and international Christian universities.

✓ Prepare for the increased demand for a university education arising from a steady population growth.

✓ There are national and international job and educational opportunities for quality graduates.

✓ Develop an online presence for greater educational opportunities for LIU students.

✓ Cultivate more partnerships with organizations that sponsor secondary students to continue such sponsorships through the University at LIU.

✓ Develop health science programs to tap into the increasing market.

Table 2: SWOT Analysis

4.2 PESTEL Analysis

As LIU looks toward the future there is the need to "continuously monitor the environment for issues that could either create opportunities" for LIU or make LIU "vulnerable" to environmental changes. Hence, LIU adapted the PESTEL model to analyze her environment in preparing the strategic plan. The model examines the following: political environment, economic environment, social environment, technological environment, environmental factors, and legal environment.

Political Factors

Uganda has "registered improvements in governance relative to the five dimensions considered in the World Bank's Worldwide Governance Indicators: control of corruption, government effectiveness, political stability and the absence of violence, and regulatory quality." The political environment significantly influences Livingstone International University (LIU) activities, particularly through government policies on higher education, political stability, funding mechanisms, and international collaborations. The Uganda National Council for Higher Education (NCHE) regulates accreditation and quality assurance, requiring LIU to comply with evolving standards[5].

The 2026 General Elections may introduce policy uncertainties affecting education funding and governance. While the government prioritizes public universities, limited financial support for private institutions forces LIU to seek alternative funding sources (World Bank, 2023). However,

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[5] Uganda National Council for Higher Education (NCHE): https://unche.or.ug/

security concerns in neighboring countries, such as ongoing instability in South Sudan and the Democratic Republic of Congo (DRC), could disrupt cross-border student enrollment and institutional partnerships[6].

Additionally, Uganda's participation in the East African Community (EAC) Higher Education Framework facilitates student mobility and regional collaboration[7]. Policies promoting skills-based education require LIU to align curricula with national development goals (MoES, 2024). Political stability and regulatory compliance remain critical for LIU's sustained growth and operational efficiency.

Economic Environment

Uganda's economic landscape, characterized by moderate GDP growth, high inflation, and fluctuating interest rates, significantly influences institutions of higher learning like Livingstone International University (LIU). The country's GDP growth has averaged around 4.5% annually over the past five years (World Bank, 2023), reflecting steady economic activity. However, inflation rates have been rising, reaching 9.6% in 2023, up from 3.5% in 2022 (Bank of Uganda, 2024). This inflationary pressure reduces the purchasing power of households, making it harder for students to afford tuition fees and living costs. Additionally, the central bank interest rate has been raised to 10% (Bank of Uganda, 2024), increasing the cost of borrowing for universities seeking funding for infrastructure projects or program expansion. These economic conditions could lead to higher tuition fees, reduced enrollment, and limited investment in development, as prospective students face greater financial barriers and universities struggle with rising operational costs.

Looking ahead, projections indicate a positive economic trajectory for Uganda. The economy is expected to expand by 6.0% in 2024 and 7.0% in 2025, buoyed by stronger regional growth as global supply chains normalize and continued investments in the oil sector (African Development Bank, 2023). Inflation is projected to converge to 5% as the Bank of Uganda maintains its tight monetary policy. This economic growth could lead to increased disposable income for households, potentially easing financial pressures on students and their families. However, LIU may still face challenges

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[6] African Union Peace and Security Department: https://www.peaceau.org/

[7] East African Community (EAC) Education: https://www.eac.int/education

related to rising operational costs and the need to invest in infrastructure and program development to meet the demands of a growing economy.

Social Environment

Uganda's population is experiencing rapid growth, with projections indicating an increase from approximately 51.3 million in 2025 to about 55.9 million by 2029, reflecting an additional 4.6 million people over four years[8]. This surge is primarily driven by a high fertility rate, currently at 4.78 births per woman, and a youthful demographic, with a median age of 16.9 years[9]. Such a demographic trend presents both opportunities and challenges for higher education institutions like Livingstone International University (LIU). The growing youth population signifies a potential increase in demand for higher education, offering LIU an expanded pool of prospective students. This presents an opportunity for the university to expand its enrollment and broaden its influence in Uganda's higher education sector. However, this rapid population growth also places pressure on educational infrastructure and resources, necessitating strategic planning to accommodate the rising number of students. While a larger student body can enhance revenue streams, it also requires significant investment in facilities, faculty, and student support services to maintain academic quality.

Additionally, Uganda's high population growth may exacerbate unemployment rates among graduates, highlighting the need for LIU to align its curricula with market demands. The university must emphasize skills-based training and entrepreneurial education to enhance graduates' employability. Failure to do so could result in high graduate unemployment, which may deter prospective students from enrolling. However, by strategically positioning itself as a university that equips students with practical and marketable skills, LIU can differentiate itself from competitors and attract more students.

Technological Environment

Education is the key to sustainable development. The use of education as a tool for national development and international competitiveness requires an education that is holistic, relevant,

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[8] Statista. (2024). Total population of Uganda 2025-2029. Retrieved from https://www.statista.com/statistics/447679/total-population-of-uganda

[9] Worldometer. (2024). Uganda population forecast and demographics. Retrieved from https://www.worldometers.info/world-population/uganda-population

innovative, and technology-adoptive and is prone to diffusion and of good quality. The fast-changing technological advancement provides opportunities for University students to acquire knowledge through the adoption of e-learning and e-resource sharing. ICT has also improved the rate of communication and information exchange. The government of Uganda has invested heavily in ICT infrastructure and is committed to expanding the communication network through a fiber optics network, which will facilitate telecommunication. Therefore, the University must continuously update and upgrade its technological infrastructure systems, increase the student-computer ratio, and expand library space. LIU must capitalize on e-blended, distance learning, and virtual University approach to maximize its University education programmes and quality service delivery.

Ecological Factors

Education catalyzes sustainable development. Uganda Government has developed appropriate strategies such as Uganda Vision 2040 to promote university education. The Environment Management Act, reinforced by SDG 12 (i.e. ensure sustainable consumption and production), SDG 13(i.e. take urgent action to combat climate change and its impacts), SDG 14 (i.e. conserve and sustainably use oceans, seas, and water resources for sustainable development) and SDG 15 (i.e. protect, restore and promote sustainable use of terrestrial ecosystems.

Livingstone International University (LIU), situated in a swampy area in Budaka District, faces both ecological threats and opportunities. The ongoing degradation of wetlands due to agricultural encroachment, deforestation, and pollution from urban wastewater threatens the university's immediate environment, potentially leading to flooding, biodiversity loss, and declining water quality[10][11]. Additionally, climate change-induced alterations in rainfall patterns may further strain local ecosystems, impacting the sustainability of the area[12]. However, these challenges present LIU with unique opportunities to become a leader in environmental education, research, and conservation. By integrating wetland restoration into its academic programs, engaging the

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[10] Uganda Bureau of Statistics. (2020). Agricultural Land Use in Uganda. Retrieved from https://tradingeconomics.com/uganda/agricultural-land-percent-of-land-area-wb-data

[11] Frontiers. (2020). Wetland Degradation in Eastern Uganda and its Impact. Retrieved from https://www.frontiersin.org/journals/environmental-science/articles/10.3389/fenvs.2020.00148/full

[12] Monitor. (2021). Concerns as Wetlands Face Extinction in North Bukedi. Retrieved from https://www.monitor.co.ug/uganda/news/national/concern-as-wetlands-face-extinction-in-north-bukedi-3749512

community in sustainable land management, and forming partnerships with environmental organizations, the university can position itself as a hub for ecological sustainability. Such initiatives would not only enhance LIU's academic reputation but also contribute to the long-term resilience of the region[13].

Legal Factors

The legal framework of the National Council for Higher Education (NCHE) in the country ensures the implementation of the Universities and Other Tertiary Institutions Act of 2001. NCHE continues being proactive in monitoring universities and other tertiary institutions to move them forward and sanctioning institutions who are failing to maintain standards set by Council. The creation of the Inter-University Council of East Africa (IUCEA) provides the scope and opportunity for advancing higher education interests in the region through its legal instruments. These provide policy guidelines for LIU to operate and the criteria for securing Charter status

4.3 Strategies for Overcoming Weaknesses & Mitigating Threats

LIU's identified weaknesses and threats require strategic intervention. To ensure sustainable growth and operational excellence, LIU implements targeted strategies designed to transform these challenges into opportunities for institutional advancement.

Firstly, LIU is implementing initiatives to address its low full-time faculty ratio by recruiting new faculty and is actively pursuing faculty exchange programs with both local and international partners. To boost enrollment and reduce donor dependency, the university is focusing on developing market-aligned programs and will implement aggressive recruitment strategies in secondary schools and other institutions. We are also considering expanding into online and blended learning formats. The university is mitigating employee turnover through enhancing institutional culture and improving our employee recruitment procedures.

Considering budget limitations for staff development as well as demand for PhD-qualified staff, LIU has established a dedicated fund with annual allocations, encouraging staff to seek targeted study grants and the University is seeking partnerships with universities offering discounted PhD programs

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[13] UNDP. (2022). Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda. Retrieved from
https://www.undp.org/uganda/news/destroy-uganda-destroy-wetlands-govt-official

for LIU staff. The University is also set to conduct targeted recruitment of qualified candidates. LIU is addressing space constraints through a phased campus development plan, establishing more partnerships for expansion, and utilizing space effectively – with plans to incorporate online learning components. To accelerate the charter application process, LIU formed a dedicated task force focusing on NCHE requirements and the task force carried out the self-assessment exercise leading to a report that was submitted to NCHE along with the Charter application.

LIU is differentiating itself from competitors by emphasizing its unique faith-based approach, developing specialized programs, and strengthening partnerships that will provide distinctive opportunities for students. To tackle the impact of poverty, LIU is actively expanding financial aid and scholarship options and establishing entrepreneurship-focused community engagement programs. To mitigate funding uncertainties, LIU is diversifying revenue streams beyond current donors and developing income-generating projects utilizing university land.

5.0 LIU's Strategic Aims

LIU's strategic aims are intricately designed to support its motto of "Building the Nations of Africa" and its vision of producing "ethical, empowered, employable Christian leaders in every sector of society." The strategic aims of spiritual development and transformation; academic services; human resources development; student support services; campus development; research, innovation and community engagement; and integration and sustainability initiatives align with the university's mission "to transform Africa through quality, Christ-Centered, higher education." Emphasizing core values such as "academic excellence, faith, integrity, and a passion for lifelong learning," LIU seeks to foster an environment that nurtures holistic development, ensuring that graduates are well-equipped to make a positive impact in their communities and beyond. In order to achieve this, the strategic plan is organized into the seven strategic aims listed above, following LIU's Framework for Strategic Aims.

5.1 LIU's Framework for Strategic Aims

LIU evaluates the proposed strategic Aims to meet its organizational goals and objectives through the following structure, which is utilized to define aims, goals, objectives, actions, resources, timelines, and Key Performance Indicators (KPIs).
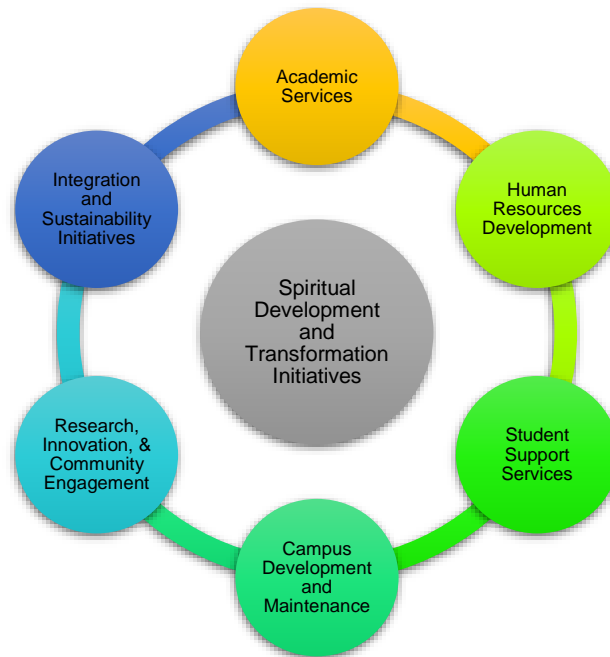
Figure 1: Seven Aims for LIU's 4th Strategic Plan

Aims: These broad statements of direction, or "Aims," define what LIU is trying to accomplish.[14] Aims are broad statements that outline the overarching direction and purpose of the university's strategic initiatives. They serve as the foundation for all subsequent planning and decision-making, providing a clear vision of what LIU intends to accomplish in alignment with its vision and mission.

Goals: These are broad but definite statements of what will be achieved to show progress toward the aims.[15] Goals are specific, measurable outcomes that indicate LIU's progress toward achieving each Aim. They translate the broad Aims into more concrete targets, allowing for the identification of key areas of focus and ensuring that efforts are directed toward meaningful achievements.

Objectives: These are statements that are a measure of the progress of reaching each goal. They break down goals into actionable, specific outcomes that can be tracked over time, allowing for the assessment of effectiveness and the identification of areas for improvement.

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[14] *Planning and Resource Strategy for Higher Education: A Guide for Universities in Africa*, (pg. 6), Douglas Fountain and JoEllyn Murillo Fountain, Society for College and University Planning (www.scup.org), Published 2013

[15] Ibid.

Actions: Actions are the specific steps or processes that need to be undertaken to achieve each objective. They outline the practical measures that will be implemented detailing how these tasks will be executed to ensure that objectives, and thus goals, are met.

Resources: Resources refer to the various inputs required to implement the actions effectively. This can include personnel and financial resources, materials, technology, and any other support needed to carry out the strategic initiatives. Identifying resources is critical for ensuring that actions can be executed successfully.

Timeline: The timeline specifies the duration for implementing each action in order to achieve the objectives and goals. A timeline helps to establish clear deadlines and milestones, ensuring that progress can be monitored and adjusted as needed. A well-defined timeline is essential for maintaining momentum and accountability to successfully achieve the desired outcomes of each aim within the strategic plan timeframe. Note: Some timeframes will be "continuous," indicating that it is an ongoing activity, requiring ongoing monitoring.

KPIs/Measurement: Key Performance Indicators (KPIs) are specific metrics used to evaluate the effectiveness and success of each action, objective, and goal. They provide quantifiable measures that allow LIU to assess progress, identify successes, and make informed decisions about needed adjustments and future strategies. Regular measurement against these KPIs ensures that the university remains focused on achieving its aims and can make adjustments as necessary in order to achieve its mission.

The difference between goals and objectives is that "a goal is a description of a destination and an objective is a measure of the progress" that is needed to reach the goal.[16] Goals are the long term outcomes LIU seeks to achieve. The objectives should consist of measurable activities that will move one toward attaining the stated goals.

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[16] Morrison, M. (2024, February). What is the Difference between Goals and Objectives? RapidBI; RapidBi.

This structured framework enables LIU to systematically approach its strategic planning, ensuring alignment with its mission and effective tracking of progress over time.

In the 2024-28 strategic plan, the outlined aims and activities are integral to achieving LIU's mission and vision by fostering holistic development and transformation. These aims include:

1. **Spiritual Development and Transformation**: Initiatives that focus on nurturing both staff's and students' faith through chapel services and retreats, promoting community service, and aligning with the university's core values.

2. **Academic Services**: These services enhance educational quality to foster academic excellence as part of preparing students for future careers.

3. **Human Resources Development**: This initiative centers on recruiting and retaining qualified staff by promoting a supportive work environment and providing developmental opportunities to enhance institutional performance and increase employee satisfaction and camaraderie.

4. **Student Support Services**: Designed to provide essential resources for safety, accommodation, and health, these services create a conducive learning environment, ensuring students can thrive academically and personally.

5. **Campus Development and Maintenance**: This initiative focuses on maintaining a functional and secure campus infrastructure that supports effective learning and engagement, demonstrating the university's commitment to a positive educational experience.

6. **Research, Innovation, and Community Engagement**: Through partnerships and community-focused projects, this initiative drives academic excellence and social impact, encouraging collaboration and inquiry.

7. **Integration and Sustainability Initiatives**: These initiatives ensure the university's long-term viability by increasing enrollment and implementing quality assurance measures, reflecting a commitment to continuous improvement and adaptability.

Together, these aims support a comprehensive educational experience that fulfills LIU's commitment to excellence, community service, and personal growth.

Aim 1: Spiritual Development and Transformation

Any strategic plan must begin and stand upon the foundation of the Living Stone as declared in 1 Peter 2:4-5. *As you come to him, the living Stone—rejected by humans and chosen by God and*

precious to him—you also, like living stones, are being built into a spiritual house to be a holy priesthood, offering spiritual sacrifices acceptable to God through Jesus Christ. (NIV)

Therefore, LIU's first and foundational Aim in its Strategic Plan is *Spiritual Development and Transformation*. This foundation incorporates LIU's core values which emphasize spiritual and academic development through academic excellence, faith and integrity, innovation and creativity, a passion for lifelong learning, and a student focus. Giving priority to these things is intended to facilitate transformation in the students spiritually, intellectually, and interpersonally while in university. Consequently, when they enter their professional areas of work, they can function effectively within that diverse socio-cultural world and promote Christian transformation in Africa and beyond. Figure 3 below summarizes various spiritual development and transformation activities employed by LIU.

Figure 2: Spiritual Development Activities

LIU has implemented a mentoring system over the last five years, community service projects, spiritual outreach events, "Bible Bowl" competitions, Melodies concerts, community engagement activities, a students' discipleship program, and Spiritual Emphasis Week each semester. These, along with daily chapel and Bible classes, provide spiritual development opportunities that promote LIU's emphasis on *spiritual development and transformation*. *Spiritual development and transformation* are foundational to LIU's identity and purpose in providing a "quality, Christ-centered higher education" whose core values uphold the need for integrity and high ethical standards. **Table 1** (below) sets out the goals and objectives for the next five years for "Aim 1: Spiritual Development and Transformation."

Aim 1: Spiritual Development and Transformation

Goal(s)	Objective(s)	Action(s)	Resource(s)	Responsible Person(s)	Timeline	Key Performance Indicators (KPIs)
Goal 1 Implementation of and communication of LIU Core Values and Code of Conduct	1. O1: Provide access and information to the students, faculty and staff related to LIU's Code of Conduct and Core Values	✓ Publish & distribute LIU's Student Code of Conduct booklet and HRManual in hard and soft copies ✓ Display the Mission, Vision, Theme scripture, objectives and core values of LIU in strategic visible locations within the University premises	✓ Printing and design resources	Dean of Students, Chaplain, HR, Vice Chancellor, Deputy Vice Chancellors	January 31, 2025	✓ Code of Conduct booklet printed, distributed, signed. ✓ Signage in strategic places.
	2. O2: Improve on the system to orient students, faculty and staff to understand the Code of Conduct	✓ Have annual orientations for students in: the Code of Conduct, Chapel policy, and LIU's expectations ✓ Have all students read and consent to the Students code of conduct by appending their signatures on the code of conduct ✓ Staff and faculty orientation to be done upon appointment ✓ Have all staff read and consent to the HRManual by appending their signatures to it.	✓ Orientation materials, meeting space	Dean of Students, HR, Chaplain	Annual orientation At appointment of new staff	✓ Pictures, minutes taken during orientation. ✓ Availability of signed forms. Signed Checklists in the HR office.
Goal 2 Foster spiritual development of LIU students, faculty and staff	1. O1: Initiate and facilitate forums to assist in the spiritual development of students, faculty and staff	✓ Provide annual staff and faculty retreats ✓ Spiritual Empowerment Workshop for all the staff ✓ Morning and evening devotions for students in their areas of residence ✓ Voluntary Lunch hour and evening fellowships for students and staff	✓ Retreat venues, facilitators	Chaplain, Faculty Leaders	Annually Each Semester Ongoing	✓ Feedback forms, pictures, recordings from retreats. ✓ Reports from fellowship leaders.
	2. O2: Provide regular chapel and mentoring for students	✓ Provide weekly small-group mentoring of students ✓ Provide daily chapel services ✓ Utilize LIU's choir and musical group for encouragement and outreach	✓ Chapel service materials, mentor training	Chaplain, Faculty	Ongoing	✓ Reports from mentors, student testimonies, chapel program schedule.

		✓ Implement annual student Leaders retreats					
3.	O3: Provide a regular program of outreach ministries	✓ Continue spiritual emphasis week with on and off campus activities each term ✓ Provide a regular community outreach program	✓ Outreach materials, volunteer coordinators	Outreach coordinator	Each term	✓ Reports of student participation, activities scheduled.
4.	O4: Facilitate spiritual guidance and counseling	✓ Provide one-on-one interaction with students for spiritual counseling (as needed) ✓ Facilitate faculty spiritual counseling training ✓ Request HR to hire an Assistant. Chaplain	✓ Counseling resources	Chaplain, HR department	Ongoing	✓ Weekly reports of counsel sessions, training documentation.
5.	O5: Develop a discipleship program for both students and staff of LIU	✓ Develop a discipleship manual to guide the implementation of the discipleship activities ✓ Training and equipping potential disciple makers to serve both in LIU and in the communities ✓ Create small student led discipleship groups on campus ✓ Follow up and monitor spiritual progress of individuals in discipleship groups and recomA1: Encourage students and staff to establish discipleship groups in the communities. mend further growth actions	✓ Training materials, discipleship resources	Discipleship team	Ongoing	✓ Number of discipleship groups formed, reports on group activities.
6.	O6: Promote Disciple Making Movement in the Communities	✓ Encourage students and staff to establish discipleship groups in the communities. ✓ Develop and implement a follow up plan and monitor the progress of Discipleship groups in the communities	✓ Community outreach strategies	Outreach coordinator	Ongoing	✓ Reports on community groups established, participation metrics.

Table 3: Aim 1: Spiritual Development and Transformation

Aim 2: Academic Services

As LivingStone International University (LIU) embarks on its new strategic plan for 2024-2028, it is essential to revisit and reaffirm its educational philosophy, which serves as the foundation for its academic programs and operations. This philosophy guides the university's mission, vision, and core values, ensuring that they remain aligned with its Christian and democratic ideals.

Since its inception, LIU has been committed to providing high-quality education to underserved populations in East Africa and beyond. The university's programs have evolved over the years, with the initial programs in Business, Christian Ministry, Computing and Information Technology, and Media Technology, followed by the addition of the School of Education in 2016.

In the previous strategic plan (2019-2023), LIU conducted a survey to identify desired programs, which revealed that Medicine, Law, Engineering, Agriculture, and Education were the top five preferred programs. While LIU has made progress in developing some of these programs, others remain cost-prohibitive without partnerships or sponsorships.

The university's educational philosophy emphasizes the importance of recognizing and respecting cultural and individual diversity, academic freedom, and the development of students' intellectual, spiritual, personal, societal, cultural, interpersonal, and professional areas of life. LIU is committed to fostering a learning environment that promotes intellectual growth, interpersonal and spiritual development, and personal pursuits. Building on its past achievements, LIU aims to enhance its academic excellence through the following goals:

Goal 1: Provide quality academic programs above NCHE's minimum requirements

LIU is committed to developing and delivering academic programs that exceed the National Council for Higher Education's (NCHE) minimum requirements. This goal will ensure that LIU's programs remain relevant, rigorous, and responsive to the needs of its students and the broader community.

Goal 2: Review of current Academic Policies, create relevant policies and foster Implementation

LIU recognizes the importance of having robust academic policies in place to guide its academic programs and operations. This goal aims to review existing policies, create new ones where necessary, and ensure effective implementation to maintain academic excellence and integrity.

Goal 3: Provide quality academic support services

LIU is committed to providing comprehensive academic support services to ensure student success. This goal aims to enhance the university's support services, including academic advising, counseling, and English language proficiency programs, to cater to the diverse needs of its students.

In line with its educational philosophy, LIU's academic support services plan will outline the business operations for academic programs, including marketing, admissions, pricing strategy, record-keeping, and measuring results. The university will continue to prioritize its educational philosophy, ensuring that its programs and operations remain aligned with its mission, vision, and core values.

As LIU moves forward with its new strategic plan, it is poised to consolidate its position as a leading provider of quality higher education in East Africa, while remaining true to its Christian and democratic ideals.

Aim 2: Academic Services

Goal(s)	Objective(s)	Action(s)	Resource(s)	Responsible Person(s)	Timeline	Key Performance Indicators (KPIs)
Goal 1. Provide quality academic programs above NCHE's minimum requirements	1. Integrate LIU's education philosophy into presentations to students, faculty and staff.	✓ Emphasize LIU's education philosophy at faculty/staff and students' orientation. ✓ Emphasize LIU's Education Philosophy in Curriculum development and review.	✓ Education Philosophy document	Academic Deans, Curriculum Review Committee	January 2025	✓ Increase the % of faculty/staff & students who articulate LIU's Education Philosophy to 80%. ✓ Ensure reviewed curriculum reflects this philosophy.
	2. Maintain NCHE's standards of acceptable or above in utilization of academic staff.	✓ Promote professional development among faculty staff ✓ Increase the number of full-time teaching staff	✓ Professional development resources	Academic Deans, HR	Ongoing	✓ Achieve a faculty-to-student ratio of 1:20, monitor staff professional development participation.
	3. Reviewing existing Programmes.	✓ Obtain feedback from relevant stakeholders ✓ Organize curriculum review workshops and seminars	✓ Meeting facilities, curriculum documentation	Curriculum Committee	Ongoing	✓ conduct at least 2 stakeholder meetings per year to obtain feedback and do the same for curriculum review workshops at least one each semester
	4. Explore new Programmes based on market needs.	✓ Conduct a needs assessment ✓ Benchmark with other institutions of higher learning	✓ Market research resources	Academic Deans	Ongoing	✓ Conduct periodic self-assessment reports and at least 4 benchmarking exercises within the academic year.
	5. Strengthen the implementation processes of Academic Programmes.	✓ Provide training for faculty staff ✓ Establish supportive infrastructure ✓ Leverage technology	✓ Training materials, technology resources	Academic Deans, IT Department	Ongoing	✓ Organize faculty workshops annually and ensure at least 1 significant technology upgrade per year.
	6. Pursue academic collaborations	✓ Identify and engage potential collaborators ✓ Establish formal agreements with collaborators whose interests align with LIU's Vision and Mission.	✓ Collaboration networks, agreements	Academic Deans	Ongoing	✓ Identify at least 5 new collaborators per year and formalize partnerships.

Goal 2. Review of current Academic Policies, create relevant policies and foster Implementation	• Conduct a comprehensive review of current Academic Policies: Assess existing Academic Policies, Identify Gaps, inconsistencies and areas for improvement	✓ Gather and report feedback from relevant stakeholders on the existing policies. ✓ Draft proposed revisions, share with relevant stakeholders and review ✓ Approve the revised policies	✓ Policy documentation	Task Force	January 2025	✓ Critique of current policies by at least 50 key stakeholders with a response rate of 70%, all feedback reviewed.
	• Develop New Policies: Create relevant, up to date policies to fill identified gaps.	✓ Conduct stakeholder consultations ✓ Draft proposed new policies ✓ Collect stakeholder input on new policies ✓ Approve new policies	✓ Policy drafting resources	Task Force	Ongoing	✓ Ensure all new policies follow due process, are endorsed, and disseminated in a timely manner.
	• Foster better implementation of current and new policies.	✓ Communicate policy clearly through multiple channels.	✓ Communication channels (email, meetings)	Task Force	Ongoing	✓ Measure clarity and understanding of policies through surveys among faculty and students.
Goal 3. Provide quality academic support services	1. Evaluate and improve quality of academic support services offered	✓ Collect feedback ✓ Improve on existing academic support systems ✓ Introduce new academic support systems as required. ✓ Train academic support staff	✓ Feedback tools, training resources	Deans, AR, Relevant Departmental Heads	January 2025	✓ Collect feedback from 80% of students and 90% of staff, implement at least 3 improvements to support systems.
	2. Increase utilization of academic support services offered	✓ Create awareness ✓ Conduct regular orientation and training ✓ Enhance accessibility	✓ Marketing resources, training materials	Deans, AR, Relevant Departmental Heads	Ongoing	✓ Reach at least 90% of students and staff with awareness campaigns and ensure at least 90% attendance in training/workshops.

Table 4: Aim 2: Academic Services

Aim 3: Human Resources Development

For any university to operate, it must have the appropriate resources in place. The strategic planning committee realizes that human resources, along with operational financial resources, and infrastructure resources must be at the core of LIU's strategic planning process. These three areas are the backbone of any university and without significant development in these areas, the University will struggle to develop in quality, enrollment, and infrastructure to accommodate LIU's expansion. Therefore, AIM 3: *Human Resources Development* is an essential key to LIU's long-term strategic planning and sustainability (AIM 6). Note that in this Five-Year Strategic Plan, we have separated Operational Finances from Human Resources to allow a greater focus on our Human Resources Development.

"The quality of the university depends heavily on the quality of its staff. This includes *both* teaching and non-teaching staff. Human Resource Development is a complex field that mixes legal requirements with human psychology; it also requires basic common sense and practical assumptions about how to develop talent "in house," "how to make up for gaps that exist in labor markets, and how to provide good management and supervision."[17] LIU's strategic plan will outline the expectations and issues involved in recruiting, motivating, retaining and sustaining the staff in both the near- and long-term.

The Human Resources office procedures for appointments, promotion, and management of faculty and staff must provide guidelines and policies in accord with LIU's Human Resource (HR) Manual, and at the same time be reflexive and reiterative for the process of reviewing and revising the HRManual as needed to respond to new laws and procedures, and changes in the growth of LIU. The completion of an HRManual in May of 2016 was a major step in providing direction for LIU's faculty and staff and protecting the University in resolving disputes. Along with the HRManual, a well-functioning Promotions and Appointments Committee (APC) was established to assist in recommending actions, and recommending policies to provide guiding input to administration and the HR manager.

Obviously COVID affected LIU's ability to attain its desired goals fully from our last Strategic Plan; we lost some well-qualified faculty during that time that did not return when the campus was able to reopen. There was also a recent change in the position of Human Resources Manager, so time needs to be given to learning this new role, including relevant labor and immigration laws while dealing with personnel issues, an ongoing challenge to keep up with policy and law changes. So it has been especially important that the new HR manager has been able to participate fully in identifying the Aim 3 Goals and Objectives in this

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[17] *Planning and Resource Strategy for Higher Education: A Guide for Universities in Africa,* (pg. 37), Douglas Fountain and JoEllyn Murillo Fountain, Society of College and University Planning (www.scup.org), Published 2013.

current Five-Year Strategic Plan for his department rather than inheriting someone else's goals. This Five-Year Strategic Plan recognizes the importance of achieving some of the things that weren't accomplished from the previous plan such as job descriptions for every role, full benchmarking, and staff development workshops/seminars were not advanced as LIU dealt with the disruption of COVID and flooding at the temporary campus that forced us to move to our permanent campus prematurely. The current Five-Year Strategic Plan picks those goals back-up and moves beyond those to thinking ahead to prepare for the desired and expected growth of LIU. We seek to do this by streamlining the employee hiring and promotions process, as well as the onboarding/orientation process. The desire is to standardize our employee forms and processes and amend job descriptions to personalize roles. Additionally, we are seeking to create intra-LIU video and documents resource libraries for LIU personnel that will include recorded orientation and onboarding sessions rather than repeating all sessions every semester. We will liaise with our excellent Media/IT departments to also record staff workshops/seminars for those unable to attend and to have for new personnel to access and reference previous workshops/seminars. Though budgeting will now allow bringing in outside workshop/seminar leaders currently, we will begin by seeking to learn from each other's expertise within LIU. One of our early workshops will be in the area of training managers to complete employee reviews, so we can do a better job of giving feedback and encouragement to personnel to continuously seek to improve and grow professionally. We want to strengthen LIU's human resource foundation to be proactive in weathering the inevitable growing pains (challenges and disruptions) that come with change as we grow.

LIU has identified the following six goals on which to focus to achieve a strong human resources foundation in anticipation of LIU's growth: 1) Proactively identify staff and faculty needs, both full-time and part-time, with the goal of increasing the number of full-time staff and PhD holders then recruit and screen for quality candidates of good character; 2) Create standardized job application forms, physical and digital, for any LIU staff or faculty job openings. Regulate appointments and promotions of personnel; 3) Standardize employee orientation/onboarding; 4) Regularly conduct performance evaluations and obtain employee feedback; 5) Provide professional and personal development opportunities for personnel; 6) Regular review and revision of HR policies and procedures as needed. To meet these goals of our **AIM 3: Human Resources Development**, the following objectives and actions have been identified:

Aim 3: Human Resources Development						
Goal(s)	**Objective(s)**	**Action(s)**	**Resource(s)**	**Responsible Person(s)**	**Timeline**	**Key Performance Indicators (KPIs)**
1. Identify LIU personnel needs, then recruit and screen potential candidates for quality and character to complement LIU culture, with special attention toward reducing the number of part-time faculty and increasing the number of faculty PhDs. (Standardize this process with written procedures.)	1. Proactively identify LIU staff and faculty needs, both full-time and part-time, with the goal of increasing full-time staff and the number of PhD holders.	1. Each Dean and HOD will write a goal setting report prior to each academic semester (but not less than once per year) to be given to their direct supervisor, which will include identification of projected staffing needs. 2. The Leadership Team will identify and prioritize staffing needs based on growth projections and budget or financial constraints to determine what job openings LIU will offer prior to each semester.	✓ Standardized Goal Setting Form (Staff Document Library), budget ✓ Budget; Leadership Team Time for Meetings	Deans, HODs & Supervisors, Leadership Team Supervisors & Leadership Team with HRM	6 months before start of each regular semester 4.5 mths before start of each regular semester	✓ 80% received by supervisors 5 months before each semester. ✓ 100% of job openings posted at least 4 months before start date.
	2. Create current job application forms, physical and digital, for any LIU job openings: a standard application form with attached job description.	1. Review & Revise, as necessary, any LIU job application forms, both physical and/or digital for both faculty and staff. 2. Allow the principles over the job openings the opportunity to append an application form to gather additional information needed for the specific job description.	✓ Old forms, computer with internet and printer ✓ Job Posting Drafts	HRM HRM / Supervisors and/or HODs	By May 2025 13 weeks before position start date	✓ Application forms revised and implemented by May 30, 2025. ✓ Postings made on time 80% and no more than 1 week late 100%
	3. Write or revise a complete job description for each new LIU job opening, in consultation with principles overseeing that job position.	1. Create a form to obtain new job details from the principles overseeing that job to be included in the job description and job posting. 2. Append any applications for each job opening to include any additional information needed from candidates, based on input from the principles over the position.	✓ Computer with internet, access to Google Docs ✓ Draft of Job Openings; Input from supervisors	HRM HRM / HODs and/or Supervisors	By May 30 2025 Ongoing - 12.5 weeks prior to each position start date	✓ Role & Tasks Collected from Supervisors 50% by Apr 30, 2025; 100% by May 30, 2025 ✓ Job Notices ready to post on time 75% of the time (12 wks before start date).

							✓ Less than 25% applications received unqualified.
4.	Post new LIU job openings widely, including the job description, on the LIU website and in conjunction with the Marketing Department and other standardized notification and job boards.	1.	Evaluate for revision & standardization: LIU job posting announcement form.	✓ Computer with internet access to Google Docs; Old LIU job posting form	HRM, / Marketing	By 30 May 2025	✓ 100% Completed On Time; No later than 2 weeks late
		2.	Liaise with the Marketing Department to ensure job announcements are widely posted and advertised; agree upon a standardized way and places to post openings: LIU Website, Newspapers, WhatsApp, Facebook Groups, LinkedIn, etc.	✓ accounts, & appropriate job posting sites	HRM, / Marketing	12 weeks before position start date	✓ Posting done on time 75%; not later than 1 week before start date 100%.
		3.	Announce new job openings to LIU personnel, encouraging them to apply and share with their networks: WhatsApp groups, meeting announcements, centralized Campus Notice Board, etc.	✓ Job Posting Advert; Computer with Internet; Staff WhatsApp Group	HRM, / Marketing / LIU Staff	12 weeks before position start date	✓ Posting done on time 75%; not later than 1 week before start date 100%.
		4.	Email new job announcements to LIU employees, encouraging them to apply and/or share with their networks of qualified family and friends.	✓ Job Posting; Computer with Email; LIU Staff Email Contacts List (Complete & Correct)	HRM, / Marketing / LIU Staff	12 weeks before position start date	✓ Posting done on time 75%; not later than 1 week before start date 100%.
		5.	Post the new job opening to a centralized employee announcement board.	✓ Printed Job Posting; Employee Announcement Board	HRM, / Marketing	12 weeks before position start date	✓ Posting done on time 75%; not later than 1 week before start date 100%.
5.	Standardize a system for	1.	An acknowledgement of receipt of application is sent to each applicant with	✓ Screening criteria,	HRManager, Promotion &	Ongoing-Within 2	✓ Acknowledgment sent within

receiving and reviewing job applications and short-listing candidates for the interview process.	information of what to expect during the application process.	background check communication tools	Appoint Committee (PAC)	business days of receiving an application.	24 hrs 30%; 2 business days 75%; within 5 business days 100%
	2. Background checks on each qualified candidate is completed: ● Contact referees to verify recommendations. ● Contact previous employers to verify previous employment positions held and timeframes. ● Verify educational certificates and transcripts with relevant institutions.	✓ Phone & Email Services	HRM or Designee	Ongoing - within 2 weeks of receipt of a qualified application	✓ Verification of a qualified application completed within 1 week 30%; within 2 weeks 75%; within 3 weeks 100% or 8 weeks before start date.
	3. Based on A1-A2, determine which candidate to short-list for the interview process, in consultation with the APC and principles over the job position.	✓ Candidate application with complete background check; Responsibles time tor review of applications and meeting to create short-list	HRM / APC / Supervisors of Positions	Ongoing - All stakeholders review qualified applications within 1 after completion of background checks. Complete short-list meeting 7-8 weeks before position start date.	✓ Short-list meetings occur 8 weeks before position start date 50% of the time; within 7 weeks before start date 100% of the time.
	4. Ensure short-listed candidates understand and embrace LIU's Mission, Vision and Core Values during the short-listing phase: Short-listed candidates are sent this and any other documents to read and sign before interviews.	✓ Email and/or WhatsApp Services; Candidate contact details; LIU Identity documents with signature pages	HRM or Designee	Ongoing - 6-7 weeks before position start date	Signature pages received from short-list candidates 6 weeks before start date 50% of the time; 100% before or same day as interview.

	6. Arrange interviews with pre-screened, qualified candidates, to include relevant principles over the position that is being filled and representative(s) of the APC.	1. Contact candidates to determine their availability for interviews (in person or virtual). 2. Coordinate a choice of best days and times for interviews with HR, principles over the position and representatives of the APC according to candidate's availability. 3. Schedule either a virtual or in-person interview with each candidate based on their location and availability and communicate the same to all stakeholders to be involved in the interview process.	✓ Phone, Email or WhatsApp Services ✓ Phone, Email or WhatsApp Services; Stakeholders' Calendar Availabilities	HRM, or Designee HRM, or Designee	Ongoing - 6-7 weeks before position start date Same Time Ongoing as G1-O6-A1: 6-7 weeks before position start date	✓ Interviews scheduled 7 wks before start date 30% of the time; 6 weeks 60% of the time; 5 weeks 100%.
2. Regulate Appointments and Promotions of Personnel.	1. Make job offers to the most qualified persons of best fit for LIU (including character & commitment; internal or external candidate), as determined by the "interview team" in G1-O5-A 3 above, and in accordance with the current HR policies and procedures. If otherwise equal, priority for hiring would be to increase LIU's cultural and gender diversity.	1. Benchmark salaries for various university staff and faculty positions and benefits packages, including health insurance.	✓ Network with other similar institutions; Means of Communication and/or Transport for personal visits.	HRM with assistance	Ongoing - 2-3 yr intervals: 1-2 Benchmarks by May 2027; 3-4 complete by July 2027	✓ Benchmarks completed on time 75% of time; 100% no later than Aug 2027.
		2. Create a standardized job offer packet, including job descriptions, salary offer, and any other benefits such as health insurance, transportation, relocation allowance, etc.	✓ Google Docs Form Access; All Job Descriptions & Benchmarked salaries; All Benefits options	HRM with assistance	Job Offer Letter by July 2025; Standardized Benefits Options identified by 1 Dec 2025	✓ Complete on time 75%; 100% no later than Mar 2026
		3. Provide to candidates any relevant policies and procedures, and theological stances, etc. that they must agree to follow in their position with LIU; collect the signatures necessary from the candidate on these items.	✓ Digital and/or Print Policies & Procedures, Positions & Manuals with signature pages; Communication services;	HRM	Ongoing - Document Links sent with job offer pkg at least 4 week before start date	✓ Complete on time 75%; 100% no later than 3 weeks before start date; 75% signatures returned 2 weeks before

				Candidate contacts			start; 100% before start date
	2. Ensure that each new or promoted employee has a signed contract before beginning their new job responsibilities at LIU and all other necessary documents have been signed by them within the required timeframes.	1. Provide the fairest options possible in employee contracts, based on benchmarking in G2-O1-A1 above, within LIU's financial budget limitations, for all new and renewed/revised faculty & staff contracted employees. 2. Obtain signatures on each work contract in advance of the new employee's start date, along with signatures on other necessary HR documents no later than the end of their 1st month of service (see G3-O3-A1). 3. Renegotiate and revise any renewing employee contracts at least one month before current contract ends to ensure a smooth transition, and that employees' new contracts are signed in good time so that no employee is working without a current contract. 4. HR will keep an up-to-date data log of all contracts with expiration dates and review this on a quarterly basis to determine which contracts are up for renewal in that quarter so that A3 can be carried out efficiently and effectively.	✓ Benchmarking data; Contract templates, Adequate Budget; Up to date job descriptions and Evaluations; HR management software; Prepared Contracts Internet access to Google Sheets; Contract log template with current employee contract details with expiration dates	HRM HRM	Ongoing - 2-4 weeks before new employee start date or before the end of current contract. Updated Contract Log Template by end of May 2025; Ongoing updates quarterly thereafter	✓ 50% of Contracts completed 4 weeks before start date or new contract renewal date; 80% completed 2 weeks before start date or new contract date; 90% 1 week before start date or new contract date; 100% before start date or new contract date ✓ Action taken upon calendar notification of expiration of a contract within 1 week 50% of the time; within 2 weeks 75%; within 3 weeks 90%; before expiration 100%.
3. Onboard and Orient New Personnel to LIU and/or Their New Job Positions.	1. Create a standardized employee orientation program to include campus layout, finance concerns, health concerns, etc.;	1. Create a committee to outline all information that needs to be included in a new employee orientation. The committee should also identify who or which department will be responsible for each of the identified elements of the new employee orientation.	✓ LIU Google Docs Staff Folder Access; QA Survey data from previous orientations	HRM / Orientation Committee	Committee formed by June 2025	✓ Orientation Committee has first meeting by June 15, 2025, identification of sections & responsibles by 30 June 2025

digitize this information as much as possible for the sake of streamlining and efficiency.	2. Work with the responsible for each element of the new employee orientation to finalize the orientation program and layout. 3. After a new employee orientation program has been worked out, tested and revised as needed, the new standardized program should be digitized as much as possible to maximize efficiency through streamlining the orientation process.	✓ Old Orientation materials & QA survey data; Access LIU Google Docs Staff Folder ✓ Videography equipment and team; Access to Staff Google Docs Training Video Library; Presenter Prepared Section Orientation Materials	HRM / Orientation Committee & Responsible for each Orientation section HRM / Orientation Committee / Session Responsible with videography & editing teams for recording and uploading segments of orientation.	Committee functional by July 2025 for new Staff August 2025 Record as much as possible in Aug 2025 Orientation, but all sessions recorded and available in video library by year end 2026. Then ongoing - as revisions needed.	✓ Orientation elements 50% created by July 15, 2025[,90% by July 31, 2025; 100% by 10 Aug 2025 ✓ At least 50% sessions Recorded Aug 2025 & uploaded by Oct 30, 2025; 100% recorded by Sept 2026 and uploaded by Oct 30, 2026; Session revisions updated on-time 80%; within 1 semester 100%
2. Create document and video libraries to answer new (and old) employees' frequently asked questions (FAQs)	1. Work with IT/Media/Marketing/Campus Development to create the capacity on the LIU intranet for a video library for employees to find documents and videos to assist them with FAQs and standard policy and procedure information. 2. Create a search engine to easily access the document and video libraries' information.	✓ IT & media resources & storage space, content creation tools; Intranet access for all LIU staff ✓ review & revision calendar; IT support & maintenance	HRM with staff review committee and IT Department assistance HRM / staff review committee; IT Dept	Ongoing- As documents and training videos are created and revised By Feb 2027 and Ongoing - functionality assurance	✓ Document and video library launched by Sept 2024; Completed by Oct 30, 2026 ✓ Employee access metrics trackable & FAQ engine functional by Feb 2027.
3. Make sure new employees have access to and understand all policies and procedures and any other	1. Check-in with new employees in person weekly during their 1st month of service to ask if they have any questions or issues that have arisen. Ifs so, direct them appropriately	✓ Check-in templates & QA evaluation forms (online)	HRM &, Direct Supervisors	Ongoing - Weekly during employees' first month	✓ 90% checking weekly 1st month; 100% not less than twice;

	requirements of their position during the 1st month of their service.	2.	Meet with new employees after 3 months, and 6 months, and/or during probationary period, (in person or via messaging service) to follow-up in conjunction with evaluations (G4-O2) to find out if there are any questions or concerns to date.	✓	Messaging or email service ; Check-in templates & QA evaluation forms (online)	HRM &, Direct Supervisors	Ongoing - @ 3 mths and @ 6 mths or according to probation terms	✓ 90% check-in at 3 months & 100% not more than 4; 90% check-in at 6 mths & 100% not more than 7; 100% terms of probation
	4. Make sure new employees are properly registered for salary payments, tax withholdings, and any other Ugandan government and LIU requirements.	1.	Have employees sign any necessary LIU and/or government forms to facilitate financial transactions as needed.	✓	Printed Contract; Commitment and Financial compliance documents	HRM; Finance Dept.	Ongoing - within 1st month of job start ea. employee	✓ 100% of new employees registered for salary payments on time
		2.	Create or revise documents explaining each of the financial requirements and procedures for new employees with checklists to guide the process.	✓	QA Survey; Access to Staff Google Docs Library	HRM; Finance Dept. & QA Directorate	Ongoing - when necessary biannual with gov't changes	✓ Each semester update if needed when laws/policies change.
4. Regularly Evaluate all LIU Employees' Performances with the Goal of Incentivizing and Retaining Quality Faculty and Staff.	1. Standardize an employee evaluation process.	1.	Make sure that every employee has an up-to-date job description prior to employee evaluation/review; work with employees and their supervisors to ensure job descriptions are up-to-date and contracts reflect any job description revisions.	✓	Old Job descriptions (JD) and JD templates; Roles & Responsibilities lists from supervisors; Google Docs access	HRM with , Supervisors	JDs standard template Mar 2025; Collection Position Responsibilities Apr 2025; All JDs complete June 2025	✓ 75% collection Roles & Responsibilities all positions Apr 15 2025; 100% end of Apr 2025; 50% JDs done end of May 2025; 100% end of June 2025
		2.	Create a standardized employee evaluation form to be used across LIU, based on job descriptions.	✓	Old Job Performance Review (JPR) Form; Google Docs access	HRM with Mgmt Team approval	Draft By 15 Mar 2025; Final approval by June 2025	✓ HR Draft Mar 2025 before Training; Leadership Review May 2025; Approval June 2025
		3.	Create a training workshop for managers on how to complete an employee evaluation; digitize this training to be	✓	New JPR Template draft; Powerpoint	HRM / Trainer; Admin support to organize &	Training by Mar 2025; Recording edited & uploaded by	✓ Training Mar 2025 80% in person

		included in an HR digital library for future reference for managers. Create QA survey to evaluate this and other staff trainings. Update this training and QA survey as needed.	training; Mtg Room; IT/Media recording & editing equipment; QA Training Survey; Google Docs access	IT/Media Recording & Editing Team / QA Directorate	April 2025; QA Survey by Mar 2025; Ongoing for revisions as needed	attendance of full-time staff; QA Survey Mar 2025 50% responses; video edited & uploaded Apr 2025 & remaining 25% online June 2025.
		4. In conjunction with Quality Assurance, create a survey to assess employee satisfaction with their job and benefits, to be administered ideally twice per year, but not less than annually.	✓ Google Staff Docs; QA Survey link (print & digital) and avenue of communication	HRM with QA Directorate	QA Survey completed by August 2025, then Ongoing during Reading Week of each semester beginning Nov 2025	✓ QA Survey drafted by July 2025 & tested and approved by September 2025. Results compiled each semester - with minimum response of 60% of employees on time each semester; 75% within 1 week afterwards.
2. Complete employee evaluations at regular intervals.	1. Evaluations for new probationary employees will take place after 1 month, 3 months, and 6 months and/or at the end of the probationary period, in conjunction with the new employee follow-up in G3-O4. All reviews should be submitted to HR for employee records.	✓ Google Docs Access; JPR Form; Evaluation schedule templates or calendar with reminders	HRM &, Supervisors	Ongoing new hires & probation employees at 1 mth, 3 mths, 6 mths and/or at end of probation.	✓ 50% New employees JPR at 1 mth, 3 mths & 6 mths and 100% by 5 wks, 4 mths & 7 mths; 100% of probationary JPRs on time	
	2. Evaluations for regular employees should be completed not less than annually (those on probation may be more frequently depending on probationary guidelines) preferably by the immediate supervisor (or HR manager or consultant), and submitted to HR for employee records.	✓ Google Docs Access; JPR Form; Evaluation schedule templates or calendar with reminders	HRM &, Supervisors with Employees	Ongoing: Reading week each semester or annually for top performers	✓ 50% of regular employees JPRs biannually; but 100% minimum annually.	

Goal	Objective	Activities/Strategies		Resources	Responsible	Timeline		Indicators
5. Development Opportunities for all Personnel.	1. Maintain and administer an educational assistance fund with the APC to support employees in furthering their academic education.	1. Review & standardize a process, and publish it in the HR manual, for employees to apply for financial assistance for further academic education, administered by the APC under the guidance of HRM, including deadlines for requesting assistance and priorities for decision-making, such as the following: o Degree to which further education would benefit LIU (top priority to Faculty PhDs) o Tenure of the employee o Employees' job performance reviews and recommendations	✓	Old HRManual relevant policies to revise;Google Docs Access	HRM; & APC with Mgmt approval	Review & revise current policies by Feb 2026; update approved by May 2026; ongoing updates	✓	100% of requests for assistance for Aug/Sept 2026 programs governed by revised policies and procedures
		2. The APC, under the guidance of HR, will develop a standardized contract for employee recipients of educational assistance which communicates guidelines, expectations, commitments and deadlines on the parts of LIU and the recipient for continued programme support with clear consequences. (Example: Prorated repayment of assistance from severance pay if commitments for service to LIU are not honoured.)	✓	Google Docs Access; Revised Policies & procedures; relevant old agreement forms	APC with HRM and Mgmt Approval	Complete by April 2026; Approved by May 2026; ongoing updates as needed	✓	Draft completed by March 2026; Final completed by April 2026; Approvals by May 2026 and in use by 1st June 2026 for Aug/Sept 2026 Educ Program Requests
		3. The APC should acknowledge receipt of educational assistance requests within 2 business days (via LIU email and/or WhatsApp) that include the date of the next assistance consideration meeting that will occur and a date (1-2 weeks after a scheduled assistance consideration meeting per G5-O1-A4) by when the employee requesting assistance will receive a decision.	✓	LIU email and WhatsApp services; confidential meeting space; financial assistance budget; knowledge current Mgmt priorities; Applicant JPRs & Supervisor support	APC with HRM and support from mgmt and DVCF	Ongoing: Acknowledge requests within 2 business days; consideration mtgs in June & Oct each year; Application deadlines 1st of June & 1st Oct	✓	75% requests acknowledged in 1 business days; 100% in 2 business days; No applications accepted after 1st week of June & Oct; Consideration Mtg 75% Jun/Oct 15th - 30th; 100% no

					later than 10th Jul & Nov
		4. The APC will contact employees who have requested educational assistance with an answer to their request by the date indicated in the acknowledgement communication (A3 above) or will keep employees updated on any scheduled committee meeting changes that will affect the timeline.	✓ LIU Email, Phone or WhatsApp services	APC Ongoing each semester Jun & Oct	✓ 75% Notifications made within 1 day confirmed change of mtg; 100% within 2 days
		5. The APC will respond to each employee request for educational assistance, preferably within 1 week after a scheduled consideration meeting, but no more than 2 weeks, and will respond in a personal way within standard Approval or Denial Letters: ○ Denial: Reason(s) for denial currently, and recommendations for success in future applications (based on established criteria). ○ Deferred: Reason(s) for deferral and actions to be taken to remediate deferral. ○ Approval: Amount to be contributed by LIU with a contractual agreement for the employee to sign with standards to obtain, deadlines for continued program assistance, and obligations to LIU following receipt of assistance and consequences if obligations are not honored (according to G5-O1-A2).	✓ LIU Email, Phone or WhatsApp services; Final Decisions; Applicants' contact details; Standardized Approval, Deferral & Denial letters	APC with HRM and Mgmt approval Ongoing each semester Jun/Jul & Oct/Nov	✓ Standardized Response Ltrs drafted by Feb 2026 & finalized by Mar 2026; 75% of Notifications made within 1 week of decision mtg; 100% within 2 weeks; not later than 15th of Jul/Nov
		6. Arrangements will be made with the finance office for funds to be dispatched for the employees' educational assistance, according to established policies and procedures, in a timely manner for the employees to register and pay fees by their programs' deadlines.	✓ Educ Assist budgeted funds; APC Approval; Finance Requisition Forms; Clear Invoice & payment instructions & deadlines from Staff's study	DVC Finance & Bursar with HRM, APC and Employee Educ. Assistance Recipients Ongoing: Information required submitted to Finance Office 1 month prior to payment deadlines; payments made before program deadlines	✓ Information submitted to finance 4 weeks before program payment deadline 75% of the time; 100% not less than 2 weeks before deadlines; funds

		institution; funds transfer or payment methods			dispatched 75% 1 week before deadline; 100% before deadline
2. Provide personal and/or professional development workshops or seminars for all staff and faculty, ideally twice per year, but minimally once each year. (Faculty may have other specific training for their profession organized by the Academic Department)	1. Create a committee to evaluate and prioritize a short-list of 3-5 potential workshop/seminar proposals, from G5-O2-A2 below, for HRM to choose from for the year.	✓ Workshop/Seminar proposals from Staff Trainers; Committee Mtg Room	Training Committee with HRM & Potential Staff Trainers	Ongoing: annually committee evaluates Workshop/ Seminar proposals and short-lists 3-5 for HRM to choose.	✓ Committee formed by Feb 2026; Proposal Form & Announcement to Potential Staff Trainers March (1st in 2026); Committee evaluation meeting in May before semester close (1st in 2026); HR Decision & trainer communication by 1 Jun.
	2. Invite LIU faculty/staff to offer workshops or seminars in their areas of expertise, beneficial to all staff, and especially those that also benefit LIU's functioning.	✓ Workshop proposal form in staff Google Docs; Email and/or WhatsApp communication	Training Committee with HRM & potential Staff Trainers	Ongoing: Annually in March, invite staff to prepare workshop/ seminar proposals in their areas of expertise	✓ Invitation to Staff for proposals sent in March each year 75% of time; no later than 1st week of April 100% (beginning 2026)
	3. Training committee organize annual staff trainings: 1 long training (½ to full day) and 1 short training (2-3 hrs), working in conjunction with IT / Media to video record & edit trainings to make available for	✓ Chosen Training Program Presentation & any handout	Training Committee with HRM, Staff Trainer, and Video &	Ongoing annually: Long training in July/ Aug before start of academic	✓ Long training held each Jul/Aug and short training each March

		absent staff & build a video library for future staff.		materials; media equipment for video recording & editing	Editing Teams	year; Short training each March	75% of the time; 100% at least 1 training held; In person attendance at least 60% at each training; total in-person & virtual 90% attendance
6. Review and Revise HR Policies and Procedures as Needed to Support LIU Growth and Maintain Compliance with Relevant Government Laws and Private University Guidelines.	1. Research and keep up to date on relevant Ugandan Labor and Immigration Laws, UCHE, UC and LIU board guidelines & requirements.	1. At the appropriate time each year, seek updates on changes in any laws, policies or procedures from Ugandan Labour and Immigration Offices, UCHE, UC and LIU board that are applicable to LIU employees and volunteers and seek clarification from the appropriate offices as needed. (Seek to be put on any relevant government automated update lists when possible.)	✓ Access to immigration legal resources, news sites, distribution lists & internet; UCHE notices; UC and LIU board minutes	HRM	Ongoing: Check for notices quarterly, if not automated, but not less than twice per year.	✓ Seek to read notifications within 1 week of receipt at least 75% of the time; within 2 week 100%; Seek any clarifications within 1 month
		2. Send out notices to personnel regarding any changes or updates, relevant to them, as information is received and clarified; send out a copy of the full changes/revisions log every 6 months at the beginning of each academic semester.	✓ Email & WhatsApp access with appropriate Staff contacts	HRM	Ongoing: within 1 month of receiving notifications; and full log in August and January	✓ Relevant staff notified of changes affecting them within 1 month of notifications 80% of the time; within 6 weeks 100% ; full log by Jan & Aug 15th 75% of the time or by Jan & Aug 30th 100%
		3. Keep an HRManual Appendix of a log of changes/revisions needed, and dates of changes, to the HRManual, policies and procedures, and any forms to reflect the new changes required by Ugandan law, UCHE, UC, and LIU Board notices or minutes until the next Overall HRManual revision.	✓ Relevant Immigration, UCHE, UC and LIU Board notifications or meeting minutes; Current	HRM with Mgmt approval	Ongoing: within 1 month of receiving notifications	✓ Update the HR log of needed changes/ revisions within 1 month of notifications 80% of the time; within 6

				HRManual; Google Docs access with Form to maintain log of updates/changes needed			weeks 100% of the time
2. Review and revise the HRManual as needed to maintain compliance with Labor & immigration Laws, University Council and LIU Board objectives and UCHE guidelines.	1. From the HRManual Changes & Revisions log (G6-O1-A3 above) Complete a revision of the full HR manual at least every two years.	✓	Access Google Docs; Digital working copy of most recent HRManual; Current HRManual Changes & Revisions log	HRM with Legal advisor and Mgmt; Boards for Approval of updates	Ongoing: Approval of updates during April board and council meetings annually	✓	Updates drafted by the end of March; revisions considered by council and board in April meetings annually as needed 50% of the time; no more than every 2nd year 100%
	2. Publish the approved revised HRManual electronic document to Staff Google Docs within 1 week of final approvals and notify staff of the new revised version located in the staff Google Docs library with a link to the new document.	✓	Access Google Docs; Digital working copy of completed HRManual revisions; Board & Council approvals; Email / WhatsApp communication & staff contacts	HRM	Ongoing: Publish the new HR manual by the end of each May, as applicable	✓	Publication & staff notification of new HRManual by the end of each April 75% of the time (when applicable); by the end of May 100% of the time.

Table 5: Aim 3: Human Resources Development

Aim 4: Student Support Services

Student Support Services are crucial in a university setting as they foster student engagement, well-being, and success. By providing essential resources, these services help create a supportive environment, enhancing retention rates and ensuring students thrive academically, emotionally, and socially throughout their university experience. Aim 4: Student Support Services is pivotal in advancing LIU's mission of transforming Africa through quality Christ-centered higher education over the next five years (2024-28). By enhancing support services, LIU will create an inclusive and nurturing environment that fosters student development, well-being, and academic success.

Comprehensive Orientation Programs will ensure that new students are well-informed and integrated into the university community, promoting a sense of belonging and engagement from the outset. This foundation is essential for academic achievement and personal growth, aligning with LIU's commitment to quality education. Improving Accommodation and Dining Services will enhance the overall student experience, making campus life more comfortable and conducive to learning. By addressing student feedback and preferences, LIU demonstrates its dedication to meeting the diverse needs of its student body, thereby increasing retention and satisfaction rates.

Ensuring Security and Health Services is crucial for fostering a safe and healthy campus environment. By providing comprehensive health services, including mental health resources, LIU prioritizes the holistic well-being of its students, enabling them to thrive academically and personally. This focus on well-being aligns with the university's Christian values of care and compassion. Fostering Community Building through extracurricular activities, student leadership, and cultural events will cultivate a vibrant campus culture that encourages collaboration and personal development. By promoting student organizations and leadership opportunities, LIU empowers students to take active roles in their education and community, reinforcing the mission of developing transformational leaders for Africa.

Tailored Services for International Students will enhance diversity and inclusivity, enriching the academic environment and promoting cross-cultural understanding. By addressing the unique challenges faced by international students, LIU creates a welcoming atmosphere that aligns with its vision of a Christ-centered education that values every individual.

Aim 4: Student Support Services						
Goal(s)	**Objective(s)**	**Action(s)**	**Resource(s)**	**Responsible Person(s)**	**Timeline**	**Key Performance Indicators (KPIs)**
Enhance Student Support Services	1. Review and develop a comprehensive orientation program for new students.	1. Organize orientation sessions covering academic expectations, campus resources, and community integration. 2. Create welcome kits with essential information and resources.	✓ Orientation materials, venue logistics, personnel	Student Affairs Office	Before each intake begins	✓ Attendance rates at orientation; student feedback surveys on orientation effectiveness.
	2. Assess and enhance accommodation services.	1. Gather feedback on current accommodation conditions. 2. Develop improvement plans based on feedback.	✓ Survey tools, maintenance reports	Wardens	Annual	✓ Student satisfaction ratings for accommodation; occupancy rates.
	3. Expand dining options and improve quality of service.	1. Gather student feedback on dining preferences. 2. Collaborate with the service provider to enhance menu options.	✓ Dining service contracts, feedback tools	Dining Service Provider	Ongoing	✓ Student satisfaction surveys on dining services; frequency of menu updates.
Ensure Student Security, Safety, and Well-being	1. Review security and safety measures.	1. Conduct safety workshops and drills. 2. Provide resources on campus safety and emergency procedures.	✓ Safety training materials	Head of Security	Ongoing	✓ Number of safety workshops conducted; student awareness surveys.
	2. Provide comprehensive health services for physical and emotional well-being.	1. Review students' health services 2. Expand health services to include mental health resources and counseling. 3. Organize health awareness campaigns and workshops.	✓ Health service staff, workshop materials	Campus Nurse	Ongoing	✓ Utilization rates of health services; student satisfaction with health services; number of health campaigns held.
Foster Student Community Building	1. Promote extracurricular activities and student organizations.	1. Host exhibitions to showcase student organizations. 2. Evaluate, review, introduce sports activities. 3. Participate in external sports competitions 4. Host cultural events	✓ Facilities and equipment, personnel/patrons, awards	Student Affairs Office	Annual	✓ Participation rates in extracurricular activities; number of events hosted; student feedback on events.
	2. Promote student leadership through the student guild.	1. Regularly organize students elections 2. Organize regular meetings to discuss student concerns and initiatives. 3. Facilitate leadership training workshops.	✓ Guild office, meeting space, training resources	Student Guild, Student Affairs Office	Annual	✓ Election turnout rates; engagement levels in student guild activities; number of initiatives led by the guild.

|									
	3.	Review and implement standards for students conduct	1.	Revise the student code of conduct handbook outlining behavioral expectations. 2. Organize meetings to communicate these standards effectively.	✓	Handbook materials, meeting spaces	Dean of Students	Per semester	✓	Awareness of standards among students; incidence of behavioral issues reported; surveys measuring understanding of conduct expectations.
	4.	Develop tailored services for international students.	1.	Create orientation programs specifically for international students. 3. Provide resources on immigration and cultural adaptation.	✓	International office staff, orientation materials	Dean of Students	During admission; ongoing	✓	Feedback from international student surveys; satisfaction ratings of international student services.

Table 6: Aim 4: Student Support Services

Aim 5: LIU Campus Development

To operate effectively, a university needs to have the right resources in place. Recognizing that developing infrastructure on our permanent campus is crucial, the strategic planning committee is focused on this aspect of our planning process. In 2016, we resolved a dispute regarding our 56-acre property by returning 10 acres on the west side to the original landowner's estate, leaving us with 46 contiguous acres for development.

Following a court delay, there was significant pressure to expedite development due to an expiring five-year lease. To meet this need, we revised the Master Plan's Phase 1 for quicker construction, allowing us to secure a 99-year lease renewal and ultimately apply for Freehold Title of the land. Phase 1A, which includes hostels, offices, and a pavilion with an attached nursing station and kitchen, was completed in 2019, and we are pleased to declare that we now hold freehold ownership of the land.

LIU's student growth projections in our last Strategic Plan were aggressive but had to be revised due to several factors. First, the above-mentioned court case, then our temporary campus experienced severe flooding in late 2019, which forced us to move to our permanent campus before it was fully ready for us; many adjustments had to be made. Then in early 2020 COVID restrictions shut down operations for many months; the hit to the Ugandan economy was felt even more deeply in the already poor communities, from where the majority of our students come. Too many students could no longer find the means to pay school fees after many had been without work for so long. The economy has slowly recovered, so the numbers of students are again rising. Additionally, the Ugandan announcement requiring all primary school teachers to obtain a bachelor's degree in the next 10 years has helped boost student numbers immensely in our in-service teachers training program.
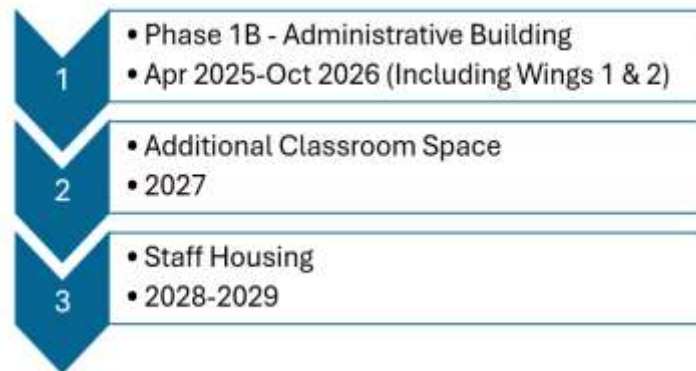
Figure 3: Campus Development-Permanent Buildings Plan

Despite all the setbacks, we are finally on the cusp of beginning construction of Phase 1B, the multi-level Administration Building, in April 2025. We are thankful for a large grant received from USAID-ASHA (American Schools and Hospitals Abroad) towards the completion of this construction. Once completed, the administration building will double our student capacity when the current offices are moved into the new building and hostel spaces can be expanded. Even while engaged in this large construction project, we will continue raising funds to support the next permanent structures in our Master Plan to increase our student and program capacities: Additional Classrooms and Staff Housing for essential campus personnel, such as overnight nurses, and temporary or visiting lecturers and other LIU guests.

As LIU grows in enrollment and programs offered, not only do human resource needs increase, but other infrastructure elements such as utilities, internet, technology and furnishings will also increase substantially. We are including estimates for these types of expenses within the budgets for completing each of the additional permanent building projects. As we grow and meet each of these physical development challenges, we also desire to be the best stewards of all our resources, including natural resources. To this end, we are researching the best ways to steward our finances and natural resources within campus, such as a water catchment system from the new administration building, drilling boreholes and utilization of land for crops to increase revenue and serve our community more generously.

Aim 5: Campus Development						
Goal(s)	Objective(s)	Action(s)	Resource(s)	Responsible Person(s)	Timeline	Key Performance Indicators (KPIs)
Continue Multi-Year Construction Plan of Administration Building from Phase 1B (Previous Goal 3)	1. Build Central Administrative Building with Wing-1	1. Review & Revise building plans and building budget as necessary. 2. Get all approvals and permissions for budget revisions. 3. Adjust blueprints accordingly and get all approvals, permissions and permits for building. (NEMA Certificate included) 4. Hire an approved construction company to build the Central Administrative Bloc, with at least one wing, according to newest plans and within the adjusted budget. 5. Begin building prior to ASHA grant deadline in April 2025. 6. Ensure security of building materials, tools and equipment and safety of all staff and students during the building process.	✓ Budget, blueprints, approvals	Contractor, Project Manager	Start by April 2025	✓ Completion of Wing-1 by July 2026, all approvals secured.
	2. Complete Administrative Building by Building Wing-2	1. Secure additional grant and/or donation funding, as needed, according to the new budget. 2. Obtain all approvals, permissions and permits for building, both fiscal and physical. 3. Hire approved construction company to complete Wing-2 of the Administrative Building, according to adjusted and approved blueprints and budget. 4. Ensure security of building materials, tools and equipment and safety of all staff and students during the building process.	✓ Additional grants, budget	Fundraising Team	Start after Wing-1 is completed	✓ Completion of Wing-2 by December 2028, all approvals received.
Review and Adjust Campus Master Building Plan	1. Adjust Master Building Plan to take into consideration the loss of 9 acres from original plot conceded in a court settlement	1. Adjust buildings locations in the Master Plan and adjust building priorities to meet changes in practical and growth needs of the University.	✓ Master Plan Document, land survey	Planning Committee	By August 2025	✓ Updated Master Plan submitted for approval by September 2025.

		after contestation of the original sale.	2. Adjust internal roads, walkways, landscaping (including fencing & tree donations), and open spaces usage accordingly. 3. Review Master Plan Land Usage to create more internal income from crops, fish ponds, & excess water.				
	2.	Priority 1 (after administration building complete): Plan for additional classroom space to accommodate increase in number of teacher in-service students.	1. Secure additional grant and/or donation funding, as needed, according to budget. 2. Create a timeline, based on finances, for the building of additional classroom space. 3. Hire A&E company to complete plans and obtain all approvals, permissions and permits for building, both fiscal and physical. 4. Hire approved construction company to complete classrooms, according to approved blueprints and budget, if possible during the next 5 years. 5. If construction begins, ensure security of building materials, tools and equipment and safety of all staff and students during the building process.	✓ Classroom budget, grants	Fundraising Team, A&E Firm	Completion within 5 years after Admin Building	✓ Number of classrooms built within budget.
	3.	Priority 2 (after administration building complete) Staff Housing for Night Nurse and Temporary Lecturers and Guests	1. Secure additional grant and/or donation funding, as needed, according to budget. 2. Create a timeline, based on finances, for the building of staff and guest housing. 3. Hire A&E company to complete plans and obtain all approvals, permissions and permits for building, both fiscal and physical. 4. Hire approved construction company to complete staff & guest housing according to approved blueprints and budget. 5. Ensure security of building materials, tools and equipment and safety of all staff and students during the building process. 6. Create short-term rental agreements and set pricing; appoint managers.	Housing budget, grants	Fundraising Team, A&E Firm	Completion within 5 years after Admin Building	✓ Number of housing units built and rented out by April 2028.
Provide Quality Facilities to Enhance Education	1.	Improve the quality of the permanent campus. (Previous Objective 2)	1. Recalculate projections (after COVID) for annual growth trends for LIU for improved space allocation (i.e. classrooms, office space, library space, research, etc.);	✓ Growth assessment tools, budget	Facilities Manager	Ongoing yearly review	✓ Improvement in student satisfaction surveys related to facilities.

Experience and Student Support Services (Previous Goal 5)		Encourage growth in current programs over initiating new programs to better manage costs as growth occurs. 2. Assess new furniture requirements for faculty, staff & students with addition of Administrative Building and growth of student population.					
	2. Improve Utilities to sustain growth of LIU	1. Develop a cost projection for the technological changes that will be needed after the completion of the Administrative Building and as the student population increases (e.g. server, network, internet, end-user access, storage, etc.) 2. Obtain necessary approvals and complete a water borehole on the men's side of the campus. 3. Include a catchment system via the new administrative building for increased water. 4. Increase energy availability and reliability through increased solar capacity for expanding computer labs and expanding office spaces; include protection from electric surges to protect sensitive equipment.	✓	Technology budget, utility plans	IT Administrator, Estates Manager	Completed by December 2027	✓ Increase in utility efficiency, reduction in outages, completion of projects within budget.

Table 7: Aim 5: LIU Campus Development

Aim 6: Research, Innovation, & Community Engagement

Aim 6 focuses on fostering a vibrant research culture that not only addresses critical community needs but also enhances academic excellence and innovation. By identifying priority research areas through stakeholder engagement, LIU can align its research efforts with pressing societal challenges, thereby ensuring that academic inquiry directly contributes to community development. Developing multi-disciplinary teams will encourage collaboration across departments, leveraging diverse expertise to tackle complex issues and promote innovative solutions.

Publishing research findings in credible journals will elevate LIU's academic profile and disseminate knowledge, while promoting innovative solutions through inter-departmental initiatives and partnerships with technology firms will drive technological advancements and practical applications of research.

Enhancing community engagement through workshops, seminars, and training programs will empower local entrepreneurs and community members, fostering skills development and economic growth. By partnering with educational institutions and organizations, LIU can implement service-learning projects that connect academic learning with community service, reinforcing its commitment to impactful education.

Overall, this aim will not only strengthen LIU's research capabilities but also create meaningful connections with the community, ensuring that the university plays an active role in addressing societal needs and promoting sustainable development in Africa over the next five years (2024-28).

Aim 6: Research, Innovation, & Community Engagement						
Goal(s)	**Objective(s)**	**Action(s)**	**Resource(s)**	**Responsible Person(s)**	**Timeline**	**Key Performance Indicators (KPIs)**
Foster innovative research in priority areas.	1. Identify priority research areas that align with community needs and LIU's goals.	1. Conducting surveys among stakeholders. 2. Analyzing findings to establish priority research topics across disciplines. 3. Brainstorming sessions among LIU staff.	✓ Staff time ✓ Surveys tools Analytic tools	Research Directorate	Annual	✓ Number of research topics identified per school Survey reports
	2. Develop multi-disciplinary teams focused on collaborative research initiatives.	1. Conduct and host team-building workshops to foster communication and collaboration. 2. Create collaboration space in research and opportunities for researchers with complementary expertise to connect and form teams, and share ideas and resources. 3. Create mentorship programs that pair experienced researchers with those who are new to collaborative work.	✓ Collaboration platforms Meeting spaces IT resources Staff time	Director of Research	Ongoing	✓ Workshops conducted Teams developed Collaborative research initiatives
	3. Publish research findings in credible journals.	1. Conduct writing workshops where researchers can collaborate on manuscripts. 2. Initiate a peer review support system that will help refine manuscripts before submission. 3. Create a publication writing guide. 4. Soliciting writing courses tailored to the needs of researchers. 5. Meet publication fees and publish. 6. Organize events to celebrate publication achievements. 7. Utilize social media platforms to promote research findings actively. 8. Distribute newsletters highlighting recent publications, and encourage participation in speaking engagements to discuss our work.	✓ Writing workshops Peer reviewers Staff time Access to journals Library resources	Department Heads	Ongoing	✓ Manuscripts published Participation in speaking events
Promote innovative solutions and technologies.	1. Encourage inter-departmental innovation by fostering a culture of creative thinking and collaboration.	1. Create innovation challenges that invite staff from all departments to present their ideas, and offer recognition and rewards to the most promising submissions. 2. Facilitating brainstorming sessions will also serve to generate new ideas in a collaborative environment. 3. Set up incubation programs that provide mentorship and funding for innovative projects.	✓ Event resources Prize funding Mentoring experts	Research Directorate	Annual	✓ Number of innovation challenges held Number of projects funded

			4. Host innovation competitions that encourage teams to present proposals for new solutions to prevailing problems.					
	2. Develop partnerships with technology firms to leverage external expertise and resources.	1. Identify local tech firms that align with LIU's interests and network at technology events to establish connections. 2. Formulating joint project proposals with these firms will be a critical action to enhance LIU's research capabilities.	✓ Networking opportunities Meeting venues		IT Administrator Dean, School of IT	Ongoing	✓ Number of partnerships established Number of joint projects initiated	
Enhance community engagement through schools of the university.	1. Organize community workshops and seminars in business to support local entrepreneurs.	o Develop a series of community workshops that cover essential entrepreneurial skills, financial literacy, and business planning, inviting local business leaders as speakers and mentors. o Partner with local chambers of commerce for broader outreach.	✓ Workshop materials Venues Local business collaboration		Deans of Schools	Semi-annual	✓ Number of workshops conducted Number of participants engaged	
	2. Create media literacy programs to educate the community on effective communication and digital skills.	o Launch media literacy workshops that teach community members how to critically analyze media and use social media effectively. o Collaborate with local media outlets to provide resources and guest speakers.	✓ Partnerships with media outlets Educational materials Marketing budget		School of Media	Annual	✓ Number of workshops conducted Number of participants trained	
	3. Develop IT training sessions aimed at enhancing digital skills within the community.	o Organize beginner and advanced IT courses that cover essential skills such as coding, cybersecurity, and data management. o Offer hands-on training sessions and certifications in collaboration with tech companies.	✓ Access to IT training resources Collaboration with tech firms Training facilities		IT Department Head	Ongoing	✓ Number of training sessions offered Number of certifications awarded	
	4. Provide workshops on faith-based community service and leadership.	o Establish a series of workshops that equip community members with skills in spiritual leadership, service projects, and community outreach initiatives. o Invite local church leaders to facilitate discussions and share their experiences.	✓ Support from local Christian Ministry leaders Venues for workshops Promotional materials		School of Christian Ministry	Quarterly	✓ Number of workshops conducted Participant feedback	
	5. Partner with educational institutions to implement service-learning projects focused on community needs.	o Develop programs that connect students with local organizations, allowing them to work on community projects as part of their curriculum. o Facilitate discussions and reflections on service learning to enhance the educational experience.	✓ Support from educational institutions Project funding Resources for students		School of Education	Annual	✓ Number of service-learning projects initiated Student participation rates	

Establish strategic partnerships with organizations.	1. Promote grant writing among LIU staff.	1. Host a series of grant-writing workshops that focus on best practices and successful strategies. 2. Identify potential funding sources and organize workshops focused on grant writing strategies. 3. Provide one-on-one mentoring sessions to assist researchers in developing their funding proposals and reviewing successful applications as case studies. 4. Encourage joint funding applications among collaborating teams to enhance the sustainability of research projects. 5. Developing a tracking database for grant applications and designating a grant manager to oversee this process. 6. Ensure regular updates and communications regarding available funding opportunities are conducted.	✓ External grant writing consultants IT support Database system/software	Research Directorate	Ongoing	✓ Number of grant applications submitted Total funding secured Number of successful grants
	1. Identify potential partner organizations that align with our research, innovation, and community engagement priorities and formalize agreements.	1. Conduct thorough research into organizations that share similar goals. 2. Network at relevant conferences to establish connections. 3. Develop a partnership proposal template to present to potential partners. 4. Schedule regular networking events with representatives from funding agencies and attend relevant workshops to enhance visibility. 5. Drafting and negotiating Memoranda of Understanding (MOUs) that outline terms of collaboration. 6. Define roles and responsibilities for each partner and organize kick-off meetings to launch the partnerships effectively.	✓ Research funds Networking events Event space Logistics support Legal counsel	Research Directorate	Ongoing	✓ Number of partnerships formalized, Number of collaborative projects initiated
	2. Evaluate the outcomes of established partnerships to ensure they are meeting their intended goals.	1. Setting specific performance metrics for evaluation. 2. Conduct regular evaluations, and collect qualitative and quantitative feedback from partners to assess the effectiveness of our collaborations.	✓ Evaluation tools Data collection software	Research Directorate, Quality Assurance Directorate	Annual	✓ Number of partnerships evaluated Improvement in partnership outcomes based on feedback

Table 8: Aim 6: Research, Innovation, & Community Engagement

Aim 7: Integration and Sustainability Initiatives

As the university continues its mission of "transforming Africa through quality, Christ-Centered, higher education," sustainability is not just an operational necessity but a fundamental strategic approach that ensures LIU can consistently deliver on its vision of producing "ethical, empowered, employable Christian leaders in every sector of society."

This sustainability strategy goes beyond traditional financial considerations, integrating holistic perspectives that include academic quality, institutional reputation, operational efficiency, technological adaptation, environmental stewardship, and strategic responsiveness to emerging educational landscapes. By developing a comprehensive sustainability framework, LIU aims to create an adaptive, resilient institution capable of navigating complex educational, economic, and social challenges. The sustainability initiatives are anchored in several key considerations:

- Enrolment and Institutional Resilience: Building organizational capacity to withstand external disruptions, economic fluctuations, and changing educational dynamics. Maintaining strong relationships with stakeholders, including students, alumni, staff, local communities, and potential partnership networks.

- Financial Sustainability: Developing diverse revenue streams, cost-effective operational models, and strategic financial management approaches.

- Academic Quality Maintenance: Ensuring consistent educational excellence through continuous improvement, program relevance, and strategic academic investments.

- Technological Integration: Proactively incorporating technological innovations to enhance learning experiences and institutional effectiveness.

- Environmental Responsibility: Implementing sustainable practices that minimize ecological footprint and model responsible stewardship.

These sustainability initiatives are directly aligned with LIU's core mission of transforming Africa through quality higher education. By creating an institutionally resilient, adaptable organization, LIU ensures its continued ability to produce leaders who can navigate complex, dynamic environments. Sustainability at LIU is not merely a strategic aim but a comprehensive approach to institutional excellence. By integrating enrollment and institutional resilience, financial stability,

academic quality, technological innovation, and responsible stewardship, the university positions itself as a forward-thinking institution committed to long-term impact and continuous growth.

Aim 7: Integration and Sustainability Initiatives						
Goal(s)	Objective(s)	Action(s)	Resource(s)	Responsible Person(s)	Timeline	Key Performance Indicators (KPIs)
Enhance Enrollment and Institutional Resilience	1. Enhance, develop and utilize strategic marketing approaches to attract and retain students.	1. Conduct market research to identify target demographics. 2. Create and implement targeted marketing campaigns aimed at diverse student populations.	✓ Market research tools ✓ Marketing budget	Marketing Department	Annual	✓ Increase in applications ✓ Enrollment retention rates
	2. Foster community relations and partnerships to strengthen market positioning.	1. Organize regular meetings with stakeholders. 2. Develop partnerships with local organizations and industries to enhance program relevancy.	✓ Meeting logistics ✓ Partnership agreements	Marketing Department	Quarterly	✓ Stakeholder engagement levels ✓ Number of partnerships formed
	3. Build institutional capacity to withstand disruptions and foster adaptability.	1. Conduct risk assessments and develop contingency plans. 2. Create training programs to enhance institutional adaptability in response to changes.	✓ Risk assessment tools ✓ Training materials	University Management	Ongoing	✓ Reduced impact of disruptions ✓ Training completion rates
Achieve Financial Sustainability	1. Develop diverse revenue streams.	1. Identify opportunities for revenue generation such as projects, grants, and international partnerships. 2. Launch alumni fundraising campaigns.	✓ Project proposals ✓ Grant applications ✓ Alumni database	Finance Academics	Annual	✓ Increased revenue from diverse sources ✓ Number of grants awarded
	2. Implement strategic financial management.	1. Review and optimize operational budgets. 2. Create financial forecasting models.	✓ Financial software ✓ Budget reports	Finance Department	Ongoing	✓ Budget adherence rates ✓ Savings achieved through optimization
Maintain Academic Quality	1. Strengthen internal quality	1. Boost program evaluation.	✓ Assessment criteria	Academic Affairs Team	Biannual	✓ Improvement in program outcomes

	assurance mechanisms.	2. Conduct regular reviews of university services against standards. 3. Monitor campus wide services delivery	✓ Feedback tools			✓ Accreditation status maintained
	2. Ensure program relevance and investments in strategic areas.	1. Analyze labor market and trends. 2. Adjust curriculum based on findings.	✓ Market research reports ✓ Curriculum review guidelines	Deans of Schools	Ongoing	✓ Student employability ratings ✓ Curriculum surveys
Promote Technological Adaptability	1. Invest in digital infrastructure and capabilities.	1. Implement robust digital learning mechanisms 2. Train faculty and staff on new technologies.	✓ Technology budget ✓ Training programs	IT Department	Ongoing	✓ Increased usage of digital learning ✓ Faculty and staff technology proficiency rates
	2. Enhance digital learning experiences.	1. Create engaging online resources. 2. Implement blended learning models.	✓ Online course materials ✓ Student feedback surveys	Academics	Semester	✓ Student satisfaction with digital learning ✓ Course completion rates
Integrate Environmental Responsibility	1. Implement sustainable operational practices.	1. Adhere to environmental regulations. 2. Promote recycling and waste reduction programs.	✓ Sustainability resources	NEMA, Administration	Ongoing	✓ Scores in external environmental assessments ✓ Participation rates in sustainability initiatives
	2. Model responsible stewardship aligned with Christian values.	1. Host events promoting ecological awareness. 2. Integrate sustainability into the curriculum.	✓ Event logistics ✓ Curriculum development initiatives	Academic Affairs Team	Ongoing	✓ Number of organized sustainability-related events ✓ Community feedback

Table 9: Aim 7: Integration and Sustainability Initiatives

6.0 Engagement and Communication Plan

The Engagement and Communication Plan outlines strategies and tactics to ensure effective outreach to stakeholders and transparent communication throughout the strategic planning process at LIU. By promoting inclusive participation and fostering an environment of open dialogue, this plan aims to enhance stakeholder investment in the strategic plan's development, implementation, and ongoing assessment.

Objectives of the Engagement and Communication Plan

The objectives of the Engagement and Communication Plan are:

- To ensure that all stakeholders are informed about the strategic plan, its importance, and how they can contribute.

- To foster active participation from diverse stakeholders throughout the strategic planning phases.

- To provide regular, clear updates on the progress of the strategic plan and decisions made, enhancing credibility and trust in the process.

- To create mechanisms for stakeholders to provide ongoing feedback and input, ensuring their voices are reflected in the strategic plan and adaptations.

- To cultivate a sense of ownership among stakeholders regarding the strategic plan and its implementation, highlighting their role in achieving the university's goals.

Target Audiences

Internal Stakeholders:
  - Leadership and Board Members
  - Faculty and Academic Staff
  - Administrative Staff
  - Students
  - Alumni

External Stakeholders
  - Community Partners
  - Prospective Students and Parents

- Donors and Funding Agencies

- Regulatory and Professional Bodies

Key Messages

About the Strategic Plan:

- The strategic plan represents a collaborative effort to chart a path for LIU's growth and development over the next five years.

Value of Participation:

- Every stakeholder's input is vital in shaping a relevant and effective plan that meets the needs of the university community.

Commitment to Transparency:

- We are committed to keeping stakeholders informed and involved in every step of the planning and implementation process.

Ongoing Engagement:

- The conversation includes ensuring that stakeholders play an essential role in monitoring and evaluating its implementation.

Engagement Strategies

- Meetings and Informational Sessions
  Host a series of informational meetings, both virtually and in person, to discuss the strategic planning process, gather initial feedback, and encourage stakeholder participation.

- Strategic Summit
  A central collaborative gathering where stakeholders can share insights, ideas, and feedback during the planning process: This event will use various engagement techniques, including breakout sessions and brainstorming activities.

- Surveys
  Distribute surveys to gather feedback from stakeholders about their perceptions and ideas concerning the strategic planning processes.

- Focus Groups

  Organize targeted focus groups for specific stakeholder groups (e.g., students, faculty, academic leaders) to discuss issues pertinent to their experiences and solicit in-depth feedback.

Communication Channels

- Email Updates

  Regular email communications will inform stakeholders about key milestones, events, and opportunities for involvement in the strategic planning process.

- Social Media

  Utilize LIU's social media platforms to share progress updates, highlight stakeholder contributions, and promote upcoming events related to the strategic plan.

- Newsletters

  Incorporate a section in the university's updates section of the website to update the broader university community on the strategic planning process and milestones.

- Internal Memos

  Use internal memos and bulletins for staff and faculty to provide updates and encourage engagement.

The Engagement and Communication Plan for LIU's 2024-2028 Strategic Plan is vital for ensuring informed stakeholder participation, fostering transparency, and cultivating a sense of ownership among all involved. By employing diverse communication strategies and maintaining an ongoing dialogue, LIU can position itself for success in achieving its vision and strategic goals.

7.0 Monitoring and Evaluation (M&E) Plan

The Monitoring and Evaluation Plan outlines the framework for assessing the progress and effectiveness of LIU's Strategic Plan for the period 2024-2028. This M&E plan aims to ensure that the strategic initiatives are implemented effectively and that stakeholders can gauge the impact of the plan on the university's growth and development. The M&E plan is essential for ensuring accountability, transparency, and continuous improvement throughout the implementation process. By systematically tracking progress, engaging stakeholders, and adapting strategies as needed, LIU can effectively navigate its strategic goals and enhance its overall impact on the university community. This comprehensive approach will help ensure that the university remains responsive to the needs of its stakeholders and achieves its vision for growth and development.

Objectives of the M&E Plan

The objectives of this M&E plan include:

- To regularly measure the progress of strategic initiatives against established goals and objectives to ensure alignment with the university's vision.

- To determine the effectiveness of strategies and actions taken, identifying areas of success and opportunities for improvement.

- To provide timely and relevant information to stakeholders to support informed decision-making and adaptive management.

- To ensure that all stakeholders are accountable for their roles in the implementation of the strategic plan and that they are informed about the outcomes of their contributions.

- To involve stakeholders in the M&E process to foster a sense of ownership and encourage continuous feedback and improvement.

Key Performance Indicators (KPIs)

1. **Stakeholder Engagement**
   o Number of stakeholders participating in meetings, workshops, and focus groups.
   o Level of satisfaction among participants, measured through post-event surveys.

2. **Implementation Progress**
   o Percentage of strategic initiatives completed on time and within budget.
   o Frequency of updates provided to stakeholders regarding progress.

3. **Outcome Measurements**
   - Improvement in key performance metrics (e.g., student enrollment, retention rates, academic performance).
   - Feedback from surveys indicating stakeholder perceptions of the university's progress.

4. **Adaptation and Responsiveness**
   - Number of adjustments made to the strategic plan based on feedback and evaluation results.
   - Timeliness of responses to stakeholder concerns and recommendations.

M&E Responsibilities

- **M&E Committee**: A dedicated committee will oversee the monitoring and evaluation process, ensuring that data is collected, analyzed, and reported effectively. This committee will consist of representatives from various stakeholder groups, including faculty, administration, and students.

- **University Management**: Provides leadership and support for M&E activities, allocates resources, aligns strategies, develops policies, builds staff capacity, engages stakeholders, reviews findings, and establishes feedback mechanisms to enhance decision-making and improve institutional effectiveness.

- **Department Heads**: Responsible monitoring and evaluating the progress of various strategic initiatives within their departments. They are responsible for compiling and reporting relevant outcomes and metrics to the M&E Committee, ensuring accountability and facilitating informed decision-making.

- **Administrative Staff**: Assist in the systematic collection of data, conducting analysis, and disseminating findings to various stakeholders. They ensure that the information is accurate, timely, and accessible to promote transparency and effective communication.

- **External Evaluators**: Engaged to provide an impartial assessment of the strategic plan's effectiveness and impact. Their independent evaluations deliver insights and recommendations based on established benchmarks, enhancing the university's ability to refine strategies and improve overall performance.

M&E Timeline

| Phase	Activities	Timeline
Initial Setup	Establish M&E Committee, define KPIs	Month 1
Baseline Data Collection	Collect initial data on current performance metrics	Month 2
Quarterly Monitoring	Review progress against KPIs, gather stakeholder feedback	Months 3, 6, 9, 12 (Year 1)
Annual Evaluation	Comprehensive evaluation of the first year's implementation	Month 12 (Year 1)
Mid-Point Review	Assess progress and make necessary adjustments	Month 24 (Year 2)
Ongoing Monitoring	Continuous collection of data and stakeholder feedback	Months 13-36 (Years 2-4)
Final Evaluation	Comprehensive evaluation of the strategic Plan's outcomes	Month 48 (Year 4)
Reporting	Prepare and disseminate final report to stakeholders	Month 49-60 (Year 5)
Feedback Loop	Gather stakeholder input on the evaluation findings	Month 49-60 (Year 5)

Table 10: M&E Timeline

Reporting and Communication of Findings

- **Quarterly Reports**: Summarize progress and findings from the quarterly monitoring sessions, shared with all stakeholders via email and posted on the university website.

- **Annual Reports**: Comprehensive annual evaluation reports will be prepared and presented to the Board and University Council, highlighting achievements, challenges, and recommendations for the next year.

- **Stakeholder Meetings**: Host annual stakeholder meetings to discuss evaluation findings, solicit feedback, and collaboratively plan for the upcoming year.

- **Continuous Feedback Mechanism**: Establish an online platform for stakeholders to provide ongoing feedback about the strategic plan's implementation and outcomes.

APPENDICES

Appendix I: Organizational Chart

LIU Organizational Chart
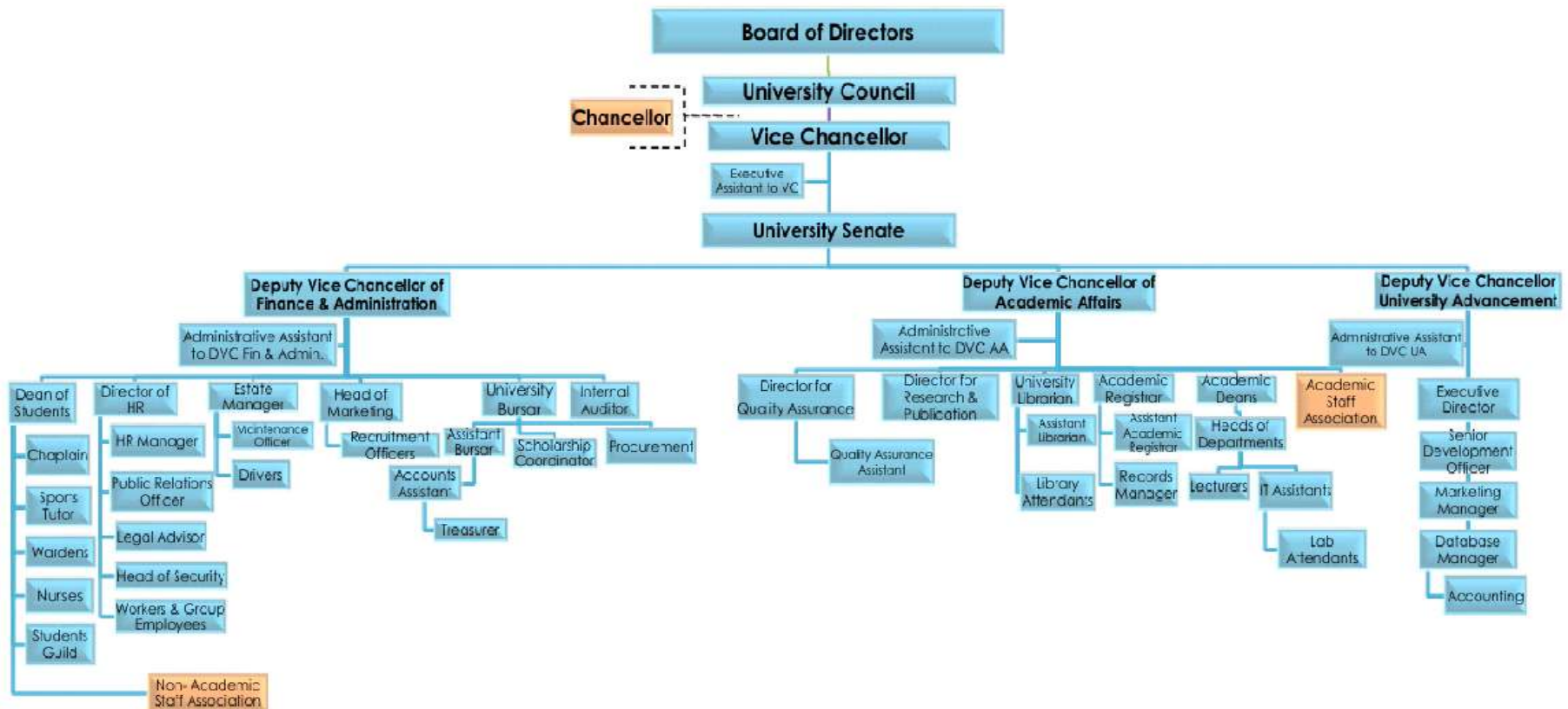
Appendix II: Enrolment

Enrolment trend over the last 10 years

Year	Overall Enrolment			Foreign		
	F	M	Total	F	M	Total
2022	33	69	102	1	6	7
2021	18	31	49	1	2	3
2020	0	0	0	0	0	0
2019	27	69	96	4	9	13
2018	22	81	103	2	10	12
2017	32	78	110	3	17	20
2016	23	66	89	7	26	33
2015	26	43	69	7	8	15
2014	9	19	28		2	2
2013	15	20	35	1	5	6

Overall Enrolment Upto 2022
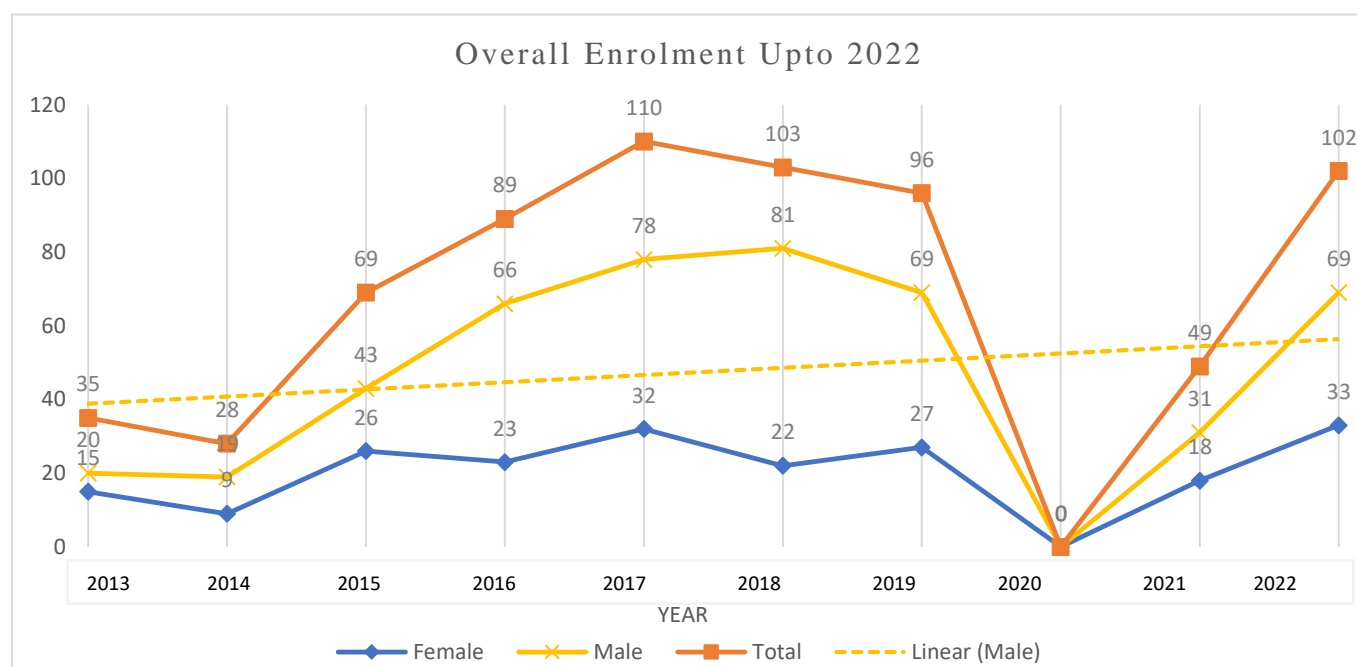
Appendix III: Campus Development: Artistic Impression of Complete Administrative Building

Appendix IV: Plot Map