STRATEGIC DIRECTION

1. Introduction:

The major concern of the School is to grow into a strong institution, which is able to cope with the challenges of a changing society, and to achieve effectiveness and efficiency in product and service delivery, ensure quality and relevance in all its programmes and contribute to socio-economic development in Uganda and Great Lakes Region.

2. Vision:

Our Vision is to be a leading trainer in applied knowledge and competences and to produce graduates that excel in lifelong careers.

3. Mission statement:

Our mission is to provide applied knowledge and competences that stimulate trainees to create jobs, empower them to be responsive to the needs of employers and to contribute to the advancement of best business and work practices.

4. Slogan:

“Enabling excellence”

5. Planning period theme:

MBS becoming a “Private Other Degree Awarding Institution”

6. Core values:
7. Goals and general strategy:

a. Goals

Guided by our vision and in order to realize our mission, MBS aspires to provide advanced applied commercial knowledge and competences that will transform the lives of more students and the society at large. We would like to see our graduates become more informed, more equipped, and more involved citizens in the world around them and to be more profession-like. Consequently, the following particular goals and objectives have been identified, activities outlined for the planned five-year period. And these are:

<table>
<thead>
<tr>
<th>Goal 1</th>
<th>To deliver competent and entrepreneurial graduates with all-round employability potential.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 2</td>
<td>To attract, develop and retain an empowered, efficient and effective faculty.</td>
</tr>
<tr>
<td>Goal 3</td>
<td>To implement and consolidate affiliations and collaborations mandates.</td>
</tr>
<tr>
<td>Goal 4</td>
<td>To develop infrastructure commensurate with the growing needs of a reputable tertiary institution.</td>
</tr>
<tr>
<td>Goal 5</td>
<td>To build the brand image of MBS and increase market share.</td>
</tr>
<tr>
<td>Goal 6</td>
<td>To source for suitable funds to support the mission and to realize a reasonable return on investment.</td>
</tr>
<tr>
<td>Goal 7</td>
<td>To conduct research and to publish.</td>
</tr>
</tbody>
</table>

MBS will endeavour to contribute to knowledge through research and publication. Promotion of academic staff members shall take the number and quality of publications into account, among other things. Research teams leading to publication of academic papers in recognised journals shall be encouraged.
b. Strategy

MBS has identified five broad strategies to use in order to achieve her goals during the coming five years. These strategies are:

**Strategy 1: Operate at low cost and charge affordable fees.**
Fees will be cost based and will recover the full cost of providing tuition to the students. MBS will therefore remain frugal so as to charge fees that will be affordable and competitive.

**Strategy 2: Develop capacity by collaboration with reputable universities and entities.**
MBS will seek and maintain affiliation to reputable progressive universities that offer opportunity for institutional learning in order to have relevant expertise faster and cheaper. MBS will also establish linkages to private sector entities to strengthen the delivery of training in skills that the private sector lacks and to offer opportunity for applied research and internship.

**Strategy 3: Increase variety of courses and strengthen departments.**
Each department will seek ways of increasing the variety of skills taught to attract more studentship and to make optimum use of infrastructure in place. Responsive departments will be strengthened in order to create a firm foundation for them to upgrade to faculties.

**Strategy 4: Broaden the revenue base**
The business development capacity will be expanded to aggressively pursue alternative sources of revenue such as consultancy, external funded projects and research, community outreach programmes and short term capacity development training.

**Strategy 5: Remain lean, close and agile.**
During the period MBS will remain lean in structure in order to have advantage of being experimental, agile and maintain a close and cordial relationship with staff and students.
Strategy 6: Community outreach.

MBS will reach out to the community to increase societal access to education and also engage in corporate social responsibility. Economic study locations will be established and collaborations made to enable students to study at suitable sites, through distance learning and at flexible times.

8. Success factors

MBS has also identified key success factors that must be continuously focused upon namely to select courses that offer employable or entrepreneurial skills on demand and market them vigorously:

a. Engaging vibrant qualified staff.
b. Being frugal.
c. Selecting good institutions to learn from
d. Having clean, decent facilities to operate from
e. Effective marketing

9. Key performance indicators:

The key performance indicators to be monitored and for which targets have been identified are:

a. Gross enrollment and growth.
b. Qualifying student, pass and failure rates.
c. Gross revenue and growth.
d. Net operating income.
e. Average revenue per student.
f. Average total cost per student.
g. Students to staff ratio.
h. Full time staff ratio.
i. Academic staff by qualifications and experience.
j. Research and publication.
k. Adequacy of training facilities.
## Capital Development

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>Total</th>
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<tr>
<td></td>
<td>Shs’000</td>
<td>Shs’000</td>
<td>Shs’000</td>
<td>Shs’000</td>
<td>Shs’000</td>
<td>Shs’000</td>
<td>Shs’000</td>
</tr>
<tr>
<td>Library</td>
<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
<td>300,000</td>
</tr>
<tr>
<td>Furniture</td>
<td>30,000</td>
<td>20,000</td>
<td>60,000</td>
<td>60,000</td>
<td>60,000</td>
<td>100,000</td>
<td>330,000</td>
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<tr>
<td>Training equipment</td>
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<td>20,000</td>
<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
<td>250,000</td>
<td>460,000</td>
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<tr>
<td>Northern wing, Nakulabye</td>
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<td>180,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>500,000</td>
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<tr>
<td>Southern wing, Nakulabye</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Western wing, Nakulabye</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>500,000</td>
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<tr>
<td>Play grounds, Kakiri</td>
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<td>50,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Northern block, Kakiri</td>
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<td>500,000</td>
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<td></td>
<td></td>
<td></td>
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<td></td>
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<td>320,000</td>
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<td>500,000</td>
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<td></td>
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<td>900,000</td>
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<td>Sewarage treatment</td>
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<td>100,000</td>
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<td></td>
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<td>Bus</td>
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<td></td>
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<td>Staff vehicle (5)</td>
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<td></td>
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<td></td>
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<tr>
<td>Staff van</td>
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<td></td>
<td>40,000</td>
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<tr>
<td>Perimeter fence</td>
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<td></td>
<td>60,000</td>
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<tr>
<td>Access roads and parking</td>
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<td>Total</td>
<td>974,000</td>
<td>1,060,000</td>
<td>2,390,000</td>
<td>1,660,000</td>
<td>1,380,000</td>
<td>1,510,000</td>
<td>8,974,000</td>
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<tr>
<td>Shortfall</td>
<td>426</td>
<td>135</td>
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<td>(1,234,027)</td>
<td>(396,766)</td>
<td>(1,618,779)</td>
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11. **Student enrollment:**

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<tr>
<th></th>
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<tbody>
<tr>
<td>Certificate</td>
<td>10%</td>
<td>133</td>
<td>146</td>
<td>161</td>
<td>177</td>
<td>195</td>
<td>214</td>
<td><strong>236</strong></td>
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<tr>
<td>Diploma</td>
<td>15%</td>
<td>547</td>
<td>613</td>
<td>686</td>
<td>768</td>
<td>861</td>
<td>964</td>
<td><strong>1,080</strong></td>
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<tr>
<td>Bachelors</td>
<td>15%</td>
<td>108</td>
<td>300</td>
<td>345</td>
<td>397</td>
<td>456</td>
<td>525</td>
<td><strong>603</strong></td>
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<tr>
<td>PGDs</td>
<td>5%</td>
<td>14</td>
<td>20</td>
<td>21</td>
<td>22</td>
<td>23</td>
<td>24</td>
<td><strong>26</strong></td>
</tr>
<tr>
<td>Pre-professional</td>
<td>2%</td>
<td>199</td>
<td>203</td>
<td>207</td>
<td>211</td>
<td>215</td>
<td>220</td>
<td><strong>224</strong></td>
</tr>
<tr>
<td>Professional</td>
<td>2%</td>
<td>375</td>
<td>383</td>
<td>390</td>
<td>398</td>
<td>406</td>
<td>414</td>
<td><strong>422</strong></td>
</tr>
<tr>
<td>Others (cisco etc)</td>
<td>10%</td>
<td>41</td>
<td>45</td>
<td>50</td>
<td>55</td>
<td>60</td>
<td>66</td>
<td><strong>73</strong></td>
</tr>
<tr>
<td>Total</td>
<td>11%</td>
<td><strong>1,417</strong></td>
<td><strong>1,710</strong></td>
<td><strong>1,860</strong></td>
<td><strong>2,028</strong></td>
<td><strong>2,216</strong></td>
<td><strong>2,427</strong></td>
<td><strong>2,663</strong></td>
</tr>
</tbody>
</table>
CORE ACTIVITIES WITH RELATED STRATEGIC OBJECTIVES

Producing competent and skilled graduates

Strategic Objectives

Goal1. Development of Academic Programmes and Research

Strategic Objectives

a. To select and adopt modern standards of teaching;

b. To ensure systematic planning of academic programmes taking into account the uniqueness of MBS.

c. To strengthen the academic departments and faculties.

d. To establish and build research capacity in the School based on different disciplines.

e. To ensure a systematic research co-ordination at Departmental, Faculty and Institutional level.

f. To ensure use of modern and appropriate instructional materials and methods in both teaching and research.

g. To increase accessibility to education through Open, Distance and E-Learning;

h. To build capacity for development and transfer of technology.

i. To strengthen hands-on training

Goal2. Developing Excellent and effective faculty.

Strategic Objectives

a. To institute a human resource management and development;

b. To put in place a dynamic staff training policy;

c. To consolidate staff growth and development in their respective careers;
d. To promote staff welfare and development in the School.

e. To promote professional ethics integrity and the culture of accountability among the School community.

**Goal 3. Commitment to faculty and staff enlisted loyalty to the institute.**

**Strategic Objectives**

a. Provide a work environment that recognizes excellence in service.

b. Provides a work environment that encourages professional growth, and nourishes creative thinking and scholarship.

c. Develop and implement a compensation plan based on performance and excellence.

d. Provide competitive salaries.

e. Maximize funding through budgetary efficiencies to provide increased support for employees.

**Physical Infrastructure, ICT and Library development**

**Strategic Objectives**

a. To improve and expand the space facilities for offices, teaching, learning, research and health services;

b. To develop the recreational facilities at the School;

c. To ensure availability of transport facilities at the School;

d. To facilitate provision of accommodation facilities for students and staff;

e. To ensure sufficient facilities and utilities at every section.

f. To ensure that all buildings, road networks, walkways and other facilities are accessible by persons with disabilities.

g. To install and maintain modern ICT infrastructure

h. To promote sufficiency of modern equipment in available ICT laboratories.
i. Implementing a new campus master plan in concert with the local communities

**Collaborative Linkages**

**Strategic Objectives**

a. To ensure that the School’s plans and strategies fall within the framework of the granted Mandates by both Ministry of Education and Sports and National Council for Higher Education with other government agencies.

b. To promote collaboration with renown institutions and the Private sector; in research and information management.

c. To strengthen the School’s international/public relations.

d. To strengthen the linkages with Institutions of higher learning with regard to staff exchange and development.

**Grow studentship and their Welfare.**

**Strategic Objectives**

a. To step up promotional campaigns and adverts.

b. Review enrollment strategies.

c. To achieve high standards of students’ welfare in the School;

d. To enhance students’ support systems.

**Consultancy Services**

**Strategic Objectives**

a. To enhance the capacity for consultancy by the School;

b. To enhance staff participation in consultancy activities;

c. To promote strategic alliances in consultancy with potential institutions.

**Enhance image MBS**

**Strategic Objectives**

a. Strengthen the Alumni Association.

b. Develop and implement an integrated marketing communication approach to ensure quality and consistency in telling the public about the School.
c. Implement the designated components of the Marketing Plan.
d. Enhance communication to publicize academic success and School achievement.

e. Enhance public and campus awareness of student life and academic programs and activities
f. Develop mechanisms to promote faculty participation in activities on campus.
g. Encourage outside organization to sponsor academic related activities.
h. Promote interaction of faculty, staff, and students beyond the workplace and the classroom.

Vibrant Public Engagement

Strategic Objective

1. Make public engagement a distinctive feature of education at MBS.
2. Develop rigorous, systematic evaluations of all outreach and extension programmes
3. Strongly connect public engagement to on-campus research and educational strengths.
4. Promote stronger collaborations and partnerships between the school and stakeholders.
5. Enhance the visibility and awareness of the institute to the community at large and selected stakeholders in particular.
6. Mobilize staff, students, alumni and general public around the institution’s aspirations and strategic goals.

Student Retention

Strategic Objectives

a. Expand formal peer-mentoring opportunities.

b. Design and implement effective retention programs.

c. Expand faculty-student contact programs.

d. Improve communication and coordination between academic and student affairs.

e. Develop measures and implement surveys of student satisfaction to better predict and respond to student retention and graduation rates.

f. Promote interaction of faculty, staff, and students beyond the workplace and the classroom.
Use of information and technology to better serve students, communicate

**Strategic Objectives**

a. Develop and implement a technologically effective registration and advising system.

b. Provide School administrators, faculty and staff access to appropriate data for decision-making and advisement.

c. Implement fully all academic features of the Student Information System.

d. Increase the availability and quality of educational technology.

e. Provide appropriate and effective educational technology in support of high quality instruction and scholarship.

f. Maximize efficiency across School campus through the utilization of technology.

g. Strengthen technology training programs for students, staff and faculty.

**Effective Management of ICT Section**

**Strategic Objectives**

- To increase significantly the bandwidth
- To improve on the management of the ICT sector
- To upgrade the ICT infrastructure
  
  - To provide wireless Internet for MBS community.

**Generation and Management of Financial Resource.**

**Strategic Objectives**

- To increase inflow of financial resources at the School.
- To achieve break-even point and realize value for money.
- To procure sufficient equipment and other supplies for the School;
- To empower revenue centres;
- To promote efficiency and transparency in financial budgeting and management at the School.
Commitment to the implementation of Strategic Plan.

Strategic Objectives.

a. Develop, implement and evaluate action plans that are consistent with institutional strategic goals, objectives and strategies

b. Provide the resources and support necessary to successfully implement all strategic goals.

c. Implement strategic plan through budget allocation and reallocation to the extent possible.

d. Develop a process to collect and assess the unit action plans and disseminate results.

e. Develop an assessment plan for and a system to revise the Strategic Plan on an annual basis.

f. Establish institutional effectiveness measures to be tracked by Institutional Research.

_______________________________
PROPOSED FACULTIES AND COURSES

Faculty & Academic Programmes

1. Commerce & Management
   - Sales and Marketing Management
   - Procurement & Logistic Management
   - Management Studies
   - Business
   - Production & Operations Management
   - Public Administration
   - Property and Estates Management
   - Insurance

2. Vocational & Applied Science
   - Leisure & Hospitality Management
   - Education [Business, Teacher Training]
   - Educational Planning and Management

3. Computing & Information Technology
   - Information System
   - Business Computing
   - Computer Science
   - Information Communication Technology
   - Computer Software Engineering

4. Applied Arts
   - Industrial Psychology
   - Mass Communication & Journalism
   - Commercial Industry & Design
   - Languages [English, French, Kiswahili]
   - Guidance and Counseling