

**UNIVERSITY OF SAINT JOSEPH MBARARA
(USJM)**



**INSTITUTION SELF-ASSESSMENT REPORT
2023**

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Abbreviations

AoM	:	Archdiocese of Mbarara
BoT	:	Board of Trustees
ISAR	:	Institutional Self-Assessment Report
NCHE	:	Ministry of Education and Sports
UBTEB	:	Uganda Business and Technical Examinations Board
UNEB	:	Uganda National Examinations Board
USJM	:	University of Saint Joseph Mbarara
MoES	:	Ministry of Education and Sports
USJM-HRM	:	University of Saint Joseph –Human Resource Manual

Message from the Vice Chancellor



University of Saint Joseph Mbarara (USJM) opened its doors to the pioneer students in 2018 with 11 accredited Courses and Programmes. The first admission attracted more than 200 students and a formidable force of academic and supportive staff.

In the due course, USJM has made progress in several ways which include but not limited to increase in student enrollment, infrastructure and staff development, resource mobilization, external linkages, Government support, governance, acquisition of assets and high level of labour retention.

However, there are some limitations that USJM is facing and these include: inadequate finances, shortage of marketable and attractive courses and programmes that would attract more students, lack of a Charter, inadequate facilities for science courses and programmes.

I am confident that with time, the gaps and challenges mentioned above will be solved and USJM will grow from strength to strength, attract more students, high caliber academic staff, funding and increase in infrastructure development.

We all have a role to play in this Self-Assessment Report, and I look forward to working with all university stakeholders in its implementation.

Rev. Fr. Karemiri Deus (PhD)
Vice Chancellor

“Foster Excellence and Integrity (Praestantia et Integritate Foveat)”

1.1 General Introduction

The Archdiocese of Mbarara (AoM) started a university as part of its mission and mandate to establish educational institutions of different levels to share in the salvific ministry of Christ by being the salt and light to the world. The founders coined the name: University of Saint Joseph Mbarara (USJM), for the university from St. Joseph, foster father to Jesus and the patron Saint of the pioneer St. Joseph Technical School, whose tradition of hard workmanship and community responsive education, USJM is to uphold.

The personal qualities and values of St. Joseph, the worker, such as integrity, hardworking, commitment, are behind this tradition, and the University will uphold them. USJM aims at total orientation and focus on tertiary education that meets community needs and engineers socioeconomic transformation. It delivers relevant, affordable, high quality, inclusive and community-responsive university education. The University of Saint Joseph Mbarara derives its vision and mission from the Christian understanding of the integral growth of a person.

- i. **Vision:** A leading center for integrated community responsive university education.
- ii. **Mission:** To provide holistic education for sustainable development.
- iii. **Motto:** Foster Excellence and Integrity (*Praestantia et Integritate Foveat*)
- iv. **Slogan:** For and With the Community
- v. **Philosophy:** Community-Responsive and Engaged university education
- vi. **Core Values**
 - a. God fearing,
 - b. Integrity,
 - c. Excellence,
 - d. Accountability,
 - e. Community responsiveness
- vii. **Objectives:**
 - a. To provide relevant university education.
 - b. To promote research and innovation among the students.
 - c. To nurture citizens of integrity and sense of common good.
 - d. To nurture students with demand-oriented skills.
 - e. To promote best practices in institutional governance.
 - f. To promote pastoral mission of the church

It is USJM commitment to encourage the development of each individual through education at all levels, stressing in particular the creation/promotion of an environment where intellectual and moral values are priorities. Since the person is at the centre of all growth and development, both at individual and societal levels, all members of the community respect each other in an attempt to create an environment of openness and trust. The University is committed to promoting justice, respect, solidarity, human rights, equality, and environmental protection, both in its own community and society in general.

1.2 Requirements of Stakeholders

1.2.1 Government

USJM produces;

- i. Skilled, innovative and graduates trained with ethical values for the labour market.
- ii. Law abiding and patriotic citizens

The Government of Uganda and its agencies offer/provide:

- i. Employment opportunities to USJM Student
- ii. Fund for infrastructure development of USJM
- iii. Legal framework and conducive political environment (NCHE, MoES, UNEB, UBTEB, Local Government etc.) for USJM administration and management

1.2.2 Professional bodies

USJM supply skilled and professional labour force to Professional bodies and NGOs, while the latter provide the former, employment, internship opportunities and advisory services

1.2.3 Society

USJM avail graduates to help the community develop. These graduates are with ethical values, innovation/skills, applied research/solving community problems

The USJM surrounding communities get involved:

- i. Provide employment opportunities to USJM graduates
- ii. Support USJM through direct and indirect funding
- iii. Give advisory services e.g. USJM Pillars
- iv. Provide students
- v. Provide Services e.g. hostels etc.
- vi. Provide information especially during research activities
- vii. Provide security

USJM is involved with the society/community:

- i. The Institution staff is employed from these communities
- ii. Provide corporate responsibility e.g. promoting hygiene through cleaning activities

- iii. Give psych-social support to the members of the community through community engagement i.e. counselling, training communities
- iv. Contribute to community development e.g. students' residence and tradeoffs (food etc.), supplies by community to the university

It is noted that Government, Professional bodies and Society are the pillars of USJM growth and sustainability.

1.3 Governance & Management

1.3.1 The Governance structures

- i. USJM has an established Governing Council with its relevant committees: Vis
 - (a) Appointments, Disciplinary and Welfare;
 - (b) Finance, Planning and Development,
 - (c). Monitoring and Evaluation,
- ii. The Senate is chaired by the Vice Chancellor with a full constituted membership of senior members and academicians.
- iii. There other university committees (Disciplinary, Procurement, Quality Assurance etc.)

1.3.2 The Management structures and system

The BoT is the highest management structure chaired by the Archbishop who is the Chancellor of USJM. He appoints the Governing Council members and University Management. The Governing Council oversees the University Management on behalf of the BoT and Chancellor under their various constituted committees. The University Management Committee led by the Vice Chancellors manages the university activities on the daily basis.

1.3.3 The Human Resources Management

The USJM staff is recruited through advertisement and interviews done on merit: the best takes the job. The recruited staff is inducted, deployed, appraised and rewarded accordingly.

1.3.4 Funding and Financial Management

USJM sources of funds are:

- i. Board of Trustees Fund
- ii. Pillars fund
- iii. Tuition fees
- iv. Government Grants
- v. Capital Development Fund
- vi. Research and Consultancy
- vii. Endowment fund
- viii. Post Primary Institutions & Parishes
- ix. Donations and Grants

The budgeting process begins with the user Department(s)/Units soliciting for needs from departmental staff. These needs are discussed and prioritized by department(s)/units and subsequently submitted to the University Bursar for central compilation. The draft budget is presented to the USJM Management for further scrutiny and eventually submitted to sectoral committee(s) of the Governing Council for further analysis and preparation to be presented to the Governing Council for approval. The approved budget is implemented by the USJM Management appropriating funds to user units/departments according to the vote.

1.4 Core Activities

1.4.1 Educational and Training Activities including:

a. Quality of Academic Staff

USJM has qualified and quality staff responsible for teaching and learning, research and innovation, and community engagement activities. The age of the staff ranges from 25-70 years with a well-balanced gender of females and males that are attracted from different regions, tribes and religions.

Table: 1.1 Quality of Academic Staff

Category	Associate Professors	Senior Lecturers	Lecturers	Assistant Lecturers	Teaching Assistants	Visiting Lecturers & Professors
Numbers	03	03	10	50	02	3

b. Quality of the support staff

These include the Management, other officers and supportive staff that help the activities of USJM to run effectively.

Table 1.2 Quality of Administrative and support staff

Category	Management	Administrators	Supportive staff
Numbers	08	15	07

However, USJM staff is inadequately remunerated due to the challenges of funding. These challenges are coupled with foot-dragging to attract qualified staff and delay in decision making. There has been no clear guiding policy for volunteer staff until recently when USJM Governing Council decided that USJM-HRM be reviewed to include a policy on volunteer staff.

USJM staff/student ratio is very ideal (1.4) because of students' numbers being low. However, this will change as numbers increase but the university has a plan to recruit staff accordingly.

USJM appraisal: This system begins by monitoring teaching, learning and activities that staffs are involved in by the direct supervisors using a form that is filled and submitted to Faculties for analysis. Eventually, the reports are used to appraise the staff annually and performance contracts are signed. Although this system sometimes is delayed and not handled timely.

c. Student profile:

USJM started in 2018 and has been growing steadily despite of COVID 19 effects. The students of USJM are admitted from different parts of Uganda and beyond. The number of admissions is limited due lack of a Charter although there is trust put in the university by parents and other stakeholder because of the foundation and being licensed to operate.

Table: USJM Students Admitted and Registered 2018-2024

Academic Year	No of Students Admitted and Registered	Gender		Region				
		F	M	East	West	Central	North	Others
2018-2019		144	114					
2019-2020		64	54					
2020-2021		80	82					
2021-2022		96	58					
2022-2023		111	76					
2023-2024		170	246					

Source: USJM Academic Registrar Office, 2024

USJM has held three graduations as indicated in the following Table:

Table: Graduation Analysis

Year of Graduation	N0. of Graduates	Gender		Nationality		
		F	M	Ugandans	E/Africa	Others
2022 (May)	193	115	78	193	00	00
2023 (Feb)	187	102	85	187	00	00
2024 (Feb)	95	56	39	95	00	00
Total	475	273	202	475	00	00

Source: USJM Academic Registrar Office, 2024

d. Student advice/support services

The students of USJM are generally well behaved and always submit their complaints through the university structures. For example, the student guild complains of low budgets, counselling services, inadequate learning facilities especially ICT infrastructure.

The alumni complain of non-existence of a formal committee to handle their issues and suggestions. They propose that a tracer study be done to establish their marketability in their labour market and opinion of the society towards our graduates. However, currently USJM has no structured framework for the contact between employers and the university. What is there is adhoc and on personal basis. However, during this evaluation several employers were contacted. Given the time and financial constraints, a few employers were sampled; they are generally satisfied with the performance of our graduates, an indication that these graduates are employable.

e. Research Activities

Research outputs including publication outputs, research grants won are inadequate. This has affected USJM visibility and attempts are being done to upgrade the website so that the repository is done for the best students and staffs 'research and grants won. This will encourage others to become active.

f. Community Engagement

USJM has tried to do community engagement and the outputs include:

- i. Visiting the orphanages
- ii. Tree planting
- iii. Sports activities
- iv. Sanitation cleaning
- v. Supported children empowerment programme under Sisters of Our Lady of Good Counsel.
- vi. ICT skill training for Mayhill High School and Sacred Heart Secondary School - Mushanga students
- vii. Blood bank drive/donations.

g. Resources and Infrastructure (Human, Financial, Facilities)

USJM has resources:

- i. BoT ready to support the university through the AoM church structures
- ii. Supportive hinterland as source of students
- iii. The USJM Pillars and others stakeholders support (funds etc)
- iv. Qualified recruited staff and volunteers ready to run university activities through teaching and raising funds
- v. The University has enough land for expansion and building to accommodate the activities

1.4.2 Quality Assurance System

a. Internal Quality Assurance System defining:

USJM has quality assurance mechanism. A policy was passed to regulate and guide the quality assurance system and is monitored by the Directorate of Quality Assurance. This system deals with: governance, teaching and learning, research and innovation, community engagement, finance and student welfare.

However, the directorate of quality assurance is understaffed and the committees put in place have not performed to the expectations

The internal evaluation, monitoring and assessment mechanisms are available but do not work well. Thus benchmarking practices are required to take place to improve: monitoring and evaluating the teaching and learning is carried out:

- i. Attendance of both lecturers and students
- ii. Content delivery
- iii. Engagement in practical and appreciative research

Curriculum Development and Review is being done effectively by consulting stakeholders for demand driven courses and programmes although more effort is required especially for sciences.

USJM has embarked on the employing of external examination and guiding policies for research have been put in place.

b. External Quality Assurance processes

This is done by the Board of Trustees, other Stakeholders (Pillars and Community) and Regulators (NCHE, MoES, Local Governments etc).

1.5 Strengths-Weaknesses, Opportunities and Threats (SWOT) Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Ample space for expansion • Able, committed, focused and experienced founding body • Existence of a strong and committed governing board • Strong external relationships with partners (Italian Episcopal Conference, Missionaries of Africa, Carnegie, AWB, San Diego University, HICH, MUST, BSU, SACCOs etc • Qualified and adequate staff • Availability of physical infrastructure Lecture rooms, resource centre, computer labs, Library, 	<ul style="list-style-type: none"> • Weak internet provision and poor ICT infrastructure and skills • Lack of commitment amongst some staff • Inadequate office space for staff • Weak financial management system • Inadequate recreation facilities • Limited revenue base (heavy reliance on tuition, student tuition, contributions from parishes • Poor visibility (Few sign posts, no functional website, few flyers) • Lack of a PRO and marketing officer • Inability to attract student from first world schools • Insufficient suitable accommodation facilities

<p>internet, administration block, water harvesting tanks)</p> <ul style="list-style-type: none"> • Availability of land for expansion and development • Strong and vibrant convocation • Improved student enrolment • Supportive surrounding communities • Affordable and accessible curriculum • Suitable clean environment • Possibility of new faculties • Supportive Government Policies • Large hinterland for expansion (vocational schools, parishes, public and private schools) • Legally recognised • Potential and plans to start new Faculties • Strategic location • Adequate infrastructure for teaching for teaching and learning • Adequate land for expansion • Strong and supportive governance • Existence of endowment fund • Able, committed, focused and experienced founding body 	<ul style="list-style-type: none"> • Weakness in diversity of courses and programmes offered • Poor internal marketing due to motivated staff and other universities politics • Inadequate diversity in staffing and students • The quality of students admitted are weak • Poor understanding of job market for our students • Limited resources • Weak policy implementation • Poor infrastructure • Financial scandals • Lack of enough faculty • Inadequate visibility • Minimal research and innovations • Few academic programmes and course • Low job satisfaction • Inadequate students facilities
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Existence of unique and demand driven courses and programmes (special needs education, skilling/retooling programmes, environmental management) • Technological advancement enabling distance & e-learning learning (video conferencing, skype) • Favourable political environment • A big number of high school leavers • A liberal education policy in Uganda • Existence of other supporting HEIs in the region • A supportive community • Willing and supportive community of USJM Pillars • Existence of sister institution for integration/merging • Existence of expertise 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Unpredictable changes in legislation in respect to private universities • The general ‘standard textbook examination’ approach to education in all HEIs • Stiff competition from already established universities and other tertiary institutions • Relatively low household income levels in the University catchment area • Poor perception and attitudes of parents and students towards local universities • Poor performance of potential students leading to admission of weak students • Inadequate security around the university (street lights, lack of humps on the main roads) • Societal moral degeneration (Drug abuse, domestic violence, alcoholism, family breakdowns)

<ul style="list-style-type: none"> • Potential formidable collaborations, networks, Potential sites for satellite campuses and constituent colleges for future expansion. • Existing of related institution • Existence of strong and willing partners • Willing and supportive local and international donors • Supportive Government • A well established and functioning catholic church structure and network • Existence of communication channels (radio Maria, TVs and other social media channels) 	<ul style="list-style-type: none"> • Negative attitude towards the university • Perception from the community • Unpredictable Economy conditions • Existence of competitive skill based programs Vs University courses and programmes • Inadequate financial resources • Low students' enrolment • Inadequate ICT infrastructure • Outbreak of pandemics • Low morale students/low job satisfaction • Lack of internal marketing by students and staff
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1.6 Quality/Improvement Plan

Item	Status	Improved Target
Governance and administration	<ol style="list-style-type: none"> 1. USJM has established governance and administrative structures: Board of Trustees (BoT), Governing Council, Senate, Management, Other officers of the university supportive staff. 2. There are various policies in place for governance. 3. USJM is in the process of acquiring a Charter. 4. Statutes for the Charter have been drawn and passed by Council 	<p>USJM is committed to keep good governance attributes:</p> <ol style="list-style-type: none"> i. There has been a renewal of BoT ii. The current Governing Council will be renewed and expanded in next June, 2024 iii. The Management Structure has been streamlined in the membership iv. There is improvement in staff recruitment to occupy the administrative positions v. Policies have been developed and passed by the Governing Council (More relevant ones are being written) vi. There is a rigorous activity to acquire the USJM Charter: the correction to the first application are submitted with a compliancy report
Teaching and Learning	<p>Staff</p> <ol style="list-style-type: none"> i. USJM has qualified academic staff and staff-student ratio is ideal ii. Staff loading is between 12-18 hours 	<ol style="list-style-type: none"> i. USJM staff is encourage to go for further studies: there is evidence that some staff now are on PhD and other upper level upgrading ii. USJM is revising the work load downwards to avail enough time for

		for fulltime while part-time staff is below 12 hours per week	staff to upgrade their studies and carry out research and publications
	Facilities	<ul style="list-style-type: none"> i. USJM Library facilities are adequate ii. The computers are not enough ii. The internet access is adequate 	<ul style="list-style-type: none"> i. USJM has registered with the Consortium of Uganda Universities Library to upgrade access to E-Resources ii. USJM has acquired more computers to a tune of 120 and aim at having more. ii. The internet access has been upgraded by increasing the bandwidth.
Research and Innovation	Research & Innovation	USJM publications are inadequate, research projects are minimal and few grants have been won	<p>USJM has strategies:</p> <ul style="list-style-type: none"> i. Has put in place a policy on research and publications ii. Instituted an office and officers in-charge of research and publications, grant writing etc
Community Engagement		<p>Community services have been minimal by USJM</p> <p>The alumni have been not properly organized.</p>	<p>USJM has embarked on scheduling activities that give back to communities:</p> <ul style="list-style-type: none"> i. Community cleaning ii. Training communities in development ie Computer skills and business improvement iii. Appreciative research <p>USJM has registered the alumni and has e representative to the Governing Council and Senate. This enhances connectivity between the alumni and the university in development issues</p>
Infrastructure	Physical	The current building are supportive to USJM activities	<p>USJM has embarked on increasing physical infrastructure of lecture rooms etc.</p> <ul style="list-style-type: none"> a. Teaching Facility with 9 Lecture room and sanitation facilities is on completion stage b. The integration of Kyera Agriculture College with USJM is adding more rooms, labs etc c. BoT has streamlined the use of St Francis Education Center facility as part of USJM d. Various MoUs have signed with sister institutions to use their

			facilities e.g. sports grounds, teaching space etc.
	ICT	ICT infrastructure is adequate	<p>USJM has expanded the ICT</p> <ol style="list-style-type: none"> i. Improved the Server ii. Increased on the number of computers and expanded the computer Lab iii. Increased on the Internet capacity iv. Improved the website to accommodate: <ol style="list-style-type: none"> a. E-Learning Platform b. E-Library c. E-Application etc.
Finance		<p>Revenue & Deficits: There has been a challenge on revenue especially mostly depending on fees from students thus deficits in the USJM expenses</p>	<p>USJM has engaged others sources to boost the revenue:</p> <ol style="list-style-type: none"> i. Tuition fees ii. Annual contribution of 1000 UGX from every baptized catholic in the Diocese of Mbarara iii. Started and Endowment Fund iv. Started USJM Pillars (Identified and distinguished community individuals, institutions and organizations) to support the university through funds and other support v. Commitment of BoT to support USJM using Archdiocese of Mbarara Economic Development Fund
Strategic Plan		Nearly expiry (2019-2024)	The Board of Trustees, Governing Council has engaged volunteers from USJM Pillars to review the current Strategic Plan nearly expiring to upgrade it to 2024-2029

Dr. Godfrey Barigye
Director QA

Rev Fr Dr Deus M Karemiri (PhD)
VICE CHANCELLOR