The Catholic University of Zimbabwe

Growth & Development Strategy 2013-2022

The Catholic University of Zimbabwe
18443 Cranborne Ave, Hatfield, Harare
Tel: 263(4) 570169/570396/573405
Mobile: 0775 259 521
Email: info@cuz.ac.zw/pr@cuz.ac.zw
Website: www.cuz.ac.zw
Facebook: The Catholic University of Zimbabwe
<table>
<thead>
<tr>
<th>Contents</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Introduction</td>
<td>3-6</td>
</tr>
<tr>
<td>2. Historical Note</td>
<td>6-7</td>
</tr>
<tr>
<td>3. Opportunities and Strengths</td>
<td>7-8</td>
</tr>
<tr>
<td>4. Threats and Challenges</td>
<td>8-9</td>
</tr>
<tr>
<td>5. Vision Statement</td>
<td>9</td>
</tr>
<tr>
<td>6. Mission Statement</td>
<td>9</td>
</tr>
<tr>
<td>7. Values</td>
<td>9-10</td>
</tr>
<tr>
<td>8. Key Result Areas (KRAs)</td>
<td>10-11</td>
</tr>
<tr>
<td>9. Growth and Development Project areas</td>
<td>12-24</td>
</tr>
<tr>
<td>10. Financing the projects</td>
<td>25-27</td>
</tr>
<tr>
<td>11. CUZ in Pictures</td>
<td>28-36</td>
</tr>
<tr>
<td>12. Projects Action Plan Timeline</td>
<td>37 - end</td>
</tr>
</tbody>
</table>
The Catholic University of Zimbabwe

Growth and Development Strategy 2013 – 2022

1. **Introduction**

The Catholic University of Zimbabwe Growth and Development Strategy (CUZ-GDS) 2013 – 2022 is an expression and outline of the University’s growth and development aspirations over the ten-year period, 2013 – 2022.

Inaugurated in 1998, the Catholic University of Zimbabwe (CUZ) was born at the onset of the worst decade of economic decline and socio-political instability Zimbabwe has ever experienced, with inflation escalating to an unprecedented and unimaginable 231 million percent.

With financial support from the 8 dioceses of the Zimbabwe Catholic Bishops’ Conference (ZCBC), the University survived the economic onslaught and continued to carry out its mandate of producing young University graduates in a Christian setting. That, unfortunately, is only as much as the harsh economic circumstances would permit.

Given the political and socio-economic stability achieved in the country over the past few years, with inflation tamed to 7.7% by June 2013, the Catholic University of Zimbabwe is not only poised for growth and development, but it has also put in place mechanisms to drive this initiative. Such mechanisms include putting in place new governance and management teams, articulating clearly the University’s strategic direction for the ten-year period 2013 – 2022 and embarking on an energetic fundraising drive that has resulted in the setting up of CUZ fundraising committees in the 8 dioceses of the Catholic Church in Zimbabwe, in South Africa, in Canada and in the England and Wales Zimbabwe Chaplaincy, United Kingdom. Similar committees are being set up in other countries.

The place of Catholic Universities and Higher Institutes in Africa in the evangelization mission of the Church was aptly described by Blessed Pope John Paul II:

“The Catholic Universities and Higher Institutes in Africa have a prominent role to play in the proclamation of the salvific Word of God. They are a sign of the growth of the Church insofar as their research integrates the truths and experiences of the faith and helps to internalize them. They serve the Church by providing trained personnel, by studying important theological and social questions for the benefit of the Church, by developing an African theology, by promoting the work of enculturation, by publishing books and publicizing Catholic truth, by undertaking...
assignments given by the bishops and by contributing to the scientific study of cultures” Pope John Paul II, Ecclesia in Africa

The Zimbabwe Catholic Bishops’ Conference invites all the dioceses of the Conference, organs of the Church world-wide, friends of the Church and development partners to join us in this mighty and exciting task of growing and developing the Catholic University of Zimbabwe for the greater glory of God.

+ Rt. Reverend Bishop Angel Floro

President, Zimbabwe Catholic Bishops’ Conference

Harare, Zimbabwe

September, 2013
The Zimbabwe Catholic Bishops’ Conference: The Bishops
1. Auxillary Bishop Patrick Mutume, Mutare Diocese, 2. Bishop Albert Serrano, Hwange Diocese


2. Historical Note

A group of lay Catholics in Zimbabwe, who had received their primary and secondary school education from Catholic schools, particularly those who had attended Kutama Mission located about 60 km outside Harare, met on a number of occasions in the 1980s to discuss the idea of a Catholic University of Zimbabwe. After they were given the blessing for this enterprise by the Zimbabwe catholic Bishops’ Conference (ZCBC), the group formed themselves into the Friends of the Catholic University of Zimbabwe (FOCUZ) and elected an Executive Committee in January 1991. Members of the Executive Committee of FOCUZ later became trustees of the project. In its founding documents, FOCUZ argued that the greatest need was not for a University to accommodate Catholic students, but for a University to foster Catholic principles, morality, ethical conduct, academic excellence and a spirit of service. The Catholic University of Zimbabwe, they argued, would equip graduates with the moral integrity and wisdom that would underpin their decisions, the organizations they would run, the research they would undertake and the ideas they would pursue. This, FOCUZ argued, would be the Catholic University of Zimbabwe’s greatest contribution to higher education in Zimbabwe.

On 20 August 1998, the Catholic University of Zimbabwe (CUZ) was established through Statutory Instrument 268 of 1998, Proclamation 49 of 1998, which granted it the operative Charter.

The first Council or governing body of the University was established in October 1998.

The University opened its doors for the first time on 25 February 1999 with an enrolment of 41 students, all reading for the four-year Bachelor of Business Management and Information Technology (BBM&IT) Honors Degree.

In August 2000, 13 more students reading for the Bachelor of Arts (BA) Degree were enrolled.

The first graduation ceremony consisting of 36 BBM&IT graduands, 5 BA (General) and 4 BA (Honors) graduands was held on 5 February 2004.

Six years after the University opened its doors, the Zimbabwe Catholic Bishops’ Conference (the legal owners of CUZ) set up an Assessment Committee (February 2005) headed by Dr. David Kaulemu to assess the state of the University and to make recommendations on how the University’s effectiveness could be enhanced. While commending the University for managing to keep its operations moving in
Zimbabwe’s harsh socio-economic environment, the Assessment Committee noted with concern that the University was grossly under-resourced and that this had a knock-on effect on its operations.

As the legal owners of the University, the Zimbabwe Catholcs Bishops’ Conference responded by reconstituting the University’s governing body, the University Council. The new Council immediately went to work and produced the University’s first Strategic Plan, covering the five-year period 2008 – 2013. In 2013, the University reconstructed the Strategic Plan into this document, the Catholic University of Zimbabwe Growth and Development Strategy (CUZ-GDS) 2013 – 2022.

With effect from January 2013, the University appointed a new highly qualified and experienced management team to run the affairs of the University and, in particular, to develop and implement the University’s Growth and Development Strategy.

3. CUZ’s Opportunities and Strengths

The Catholic University of Zimbabwe is one of 18 degree granting institutions and universities in a country with a population of 12 million people. Twelve of the universities are State Universities while six, including the CUZ, are private. With a 91.9% literacy rate, Zimbabwe is ranked second highest in Africa after Equatorial Guinea with 93.3% (UNDP 2011) and there is an unending demand for university education. The CUZ, like the other universities in the country, goes through a demanding selection process for new students as it cannot accept all who apply to enroll in the university.

As the only Catholic University in the country, the CUZ has great potential to be the university-of-choice for the many graduates from Catholic secondary schools in the country and for many other non-Catholic high school graduates who wish to obtain university education in a Christian setting. There are fifty four Catholic secondary schools which go up to “A”(advanced) Level in the country and these produce about 5 500 potential university students every year. The Catholic Church education brand is second to none in Zimbabwe, and CUZ carries this great heritage on its shoulders.

The Zimbabwe Catholic Bishops’ Conference (ZCBC) is the legal owner of CUZ. The CUZ, though operating independently as a university, values greatly the oversight and support it receives from the supreme governance body of the Catholic Church in Zimbabwe.

In addition, the laity in the Catholic Church has taken renewed interest in the CUZ following the new CUZ Management’s drive to take the university to the dioceses, deaneries, parishes and small Christian communities. In the first six months of 2013, for instance, Catholic University of Zimbabwe Parish Fundraising Committees (CUZ PFCs) for the university have been set up in parishes throughout the country following the exhortation by the Bishops to dioceses to support the university’s growth and development drive. A similar drive is underway outside Zimbabwe, with the Zimbabwe Chaplaincy of England and Wales already setting up such fundraising structures in the United Kingdom at the time this strategy is being developed. Similar developments are taking place in South Africa and Canada.

Opportunities abound for the CUZ to cultivate mutually beneficial linkages with sister Catholic universities in the Southern African Region and other parts of the world, an eventuality that would
enhance staff and student exchanges and other mutually beneficial relationships. CUZ is already a member of the International council of universities of St Thomas Aquinas (ICUSTA) as a first step in its internationalization drive.

The CUZ Harare campus sits on 58.2 hectares of virgin land strewn with many indigenous trees. The potential for growth and expansion on such acreage is enormous and possibilities beyond the usual standard developments of lecture rooms and offices include staff and student housing on campus, sports and recreational facilities, among others.

There are some preliminary buildings already on campus (7 blocks) which have enabled the CUZ to execute its business in the past 15 years. Water and electricity infrastructure for the campus’ further development are in place.

Over the past 15 years, the CUZ has produced highly marketable graduates who have found jobs in many sectors of the Zimbabwean economy and also in other countries. Student and staff culture has been one of constructive engagement with the authorities to resolve any potential conflicts or misunderstandings. The CUZ has therefore been grateful to be spared paralyzing acts of student or staff activism that characterize many tertiary education campuses in Zimbabwe.

As noted earlier, the Zimbabwe Catholic Bishops’ Conference (ZCBC) has put in place a new Council and a new Management team to oversee the governance and to manage the affairs of the CUZ. The Council comprises of representatives from all the 8 Dioceses of the country to ensure that the CUZ is taken to the grassroots within the structures of the Catholic Church and in the communities of Zimbabwe. Although the CUZ is Catholic in its ethos, it does not discriminate against non-Catholics in its interactions with the larger community, including student intake and recruitment of teaching staff. The new Council and Management team have set high and ambitious standards that they strive to achieve for the CUZ. The starting point is this Growth and Development Strategy with its many provisions which, when fully implemented, will bring transformation to the CUZ.

4. Threats and Challenges

Although there is relative peace and stability in Zimbabwe at the time of writing this strategy, the pending national elections in the second half of 2013 pose the challenge of destabilizing the current situation if they are not conducted peacefully, freely and fairly. There is hope, however, that this threat might become minimized in the light of national and community healing and reconciliation programs that were carried out following the last elections in 2008.

While Friends of the Catholic University of Zimbabwe (FOCUZ) did well to spearhead the setting up of the University and the initial outlay of preliminary buildings to kick-start the teaching program, the processes of governance and management for the CUZ in the early years were not handled effectively and as a result, the momentum for the University’s growth and development originally generated was
not pursued and many promises of support made to FOCUZ were not followed up. The University therefore failed to achieve meaningful growth in its first 15 years of existence.

While the CUZ now has a small complement of fulltime teaching staff (8), it still relies heavily on part-time lecturers who, by nature of their appointment, cannot commit fully to the broader life of the university. In addition to increasing its complement of fulltime teaching staff, the University needs to assist its current staff to attain doctorate degrees to stay in step with general quality assurance programs of universities in the country.

The university has a weak funding base, built largely on student fees. Efforts already underway to raise funds in all dioceses in the country and abroad will assist to address this challenge. With effect from February 2013, the University embarked on an aggressive drive to increase student numbers which at the time stood at 280. Over the 7 month period of February – August 2013, the University increased its student enrolment by 96% to 550 students. The University intends to continue this trend over the 10 – year period of this Strategy to reach a threshold of 10,000 students by 2022. Five thousand students will be attending at the Harare campus while the other five thousand students will be attending at the University’s satellite campuses to be established one in each of the country’s 8 dioceses. Suitable sites at existing Catholic institutions have been identified in the dioceses and in due course the university’s teaching programs will commence at these centers.

The University is also expanding its course offerings beyond the courses currently offered in its three faculties of Commerce, Humanities and Theology to include Social Studies, Science and Technology, Agriculture and Environmental Sciences and Education. The University’s Faculty of Theology is located at Holy Trinity College and Chishawasha Regional Seminary, institutions that carry the responsibility of training priests for the Catholic Church in Zimbabwe and the Southern Africa Region. The University will devolve some of its programs in a similar manner to existing Catholic institutions in the country in its quest to develop catholic tertiary education at all levels in the next ten years.

5. Vision Statement
CUZ’s vision for the ten-year period 2013 – 2022 is:

To be the University of choice for holistic education in a Christian setting

6. Mission Statement:
CUZ’s Mission Statement for the ten-year period 2013 – 2022 is:

The Catholic University of Zimbabwe provides holistic education in a Christian environment in its teaching, research and service programs to all irrespective of religion, nationality or any other designation.

7. Values

Staff and students of the Catholic University of Zimbabwe are guided in their work by the following values:
• Ethical behavior
• Collegiality
• Commitment
• Service
• Excellence

8. **Key Result Areas (KRAs) of the Catholic University of Zimbabwe Growth and Development Strategy (CUZ-GDS) 2013 – 2022:**

Over the ten-year period, 2013 – 2022, the Catholic University of Zimbabwe (CUZ) will work in the following Key Result Areas (KRAs):

**8.1 Mobilization of Resources to enable the University’s Development and Expansion Plans**

The objective of this Key Result Area (KRA) is to raise adequate funds for both the University’s recurrent expenditure and capital development. Strategies will include regular reviews of student fees, intensification of Diocesan and Parish fundraising activities and approaching development partners, both in and outside the church for funding of specific capital, research or developmental projects or activities. The net for student scholarships will be cast wide to enable the students to have access to university education.

The key development project areas to be addressed in this KRA include:

• 3 Borehole(s) – city water supply is erratic
• Perimeter steel palisade fence – for campus security
• Student hostels (1,800 students will be accommodated on the Harare campus and students needing accommodation at diocesan satellite campuses will be housed as far as possible in existing accommodation facilities at the institutions and in nearby neighborhoods)
• Faculty buildings that include lecture rooms and lecture theaters
• Events arena/stadium
• Library
• ICT laboratory
• Great hall
• Staff houses

**8.2. Recruitment and Retention of Qualified and Adequate Human Resources**

The objectives of this Key Result Area (KRA) are to recruit and hire qualified full-time staff to match the on-going growth in student numbers and to put in place measures for the retention of such staff. Staffing needs for all departments will be identified and budgets for recruitment, development and retention of staff developed. The budgets will be taken on board in the university’s fundraising initiatives and it is hoped that the University will not only be able to recruit full-time teaching and administrative staff as needed to spearhead the university’s development, but that it will also retain
them through attractive salaries and conditions of service. The university’s aim is to have all its teaching staff become holders of doctorate degrees by the end of this planning period.


With the envisaged development and expansion of the University, it is essential that measures that ensure accountability, efficiency and effectiveness in the University’s operations are fully in place. Documentation of policies, systems and procedures is a pre-requisite to this. Existing policies, systems and procedures will be reviewed and new policies in areas where none exist will be developed, documented and widely publicized to ensure adherence. Quality assurance measures will also be institutionalized in all the university’s programs and processes.

Quality assurance also entails that in its choice of teaching and research programs, the University will be guided by the need to be relevant and to respond to the needs of the country and the church.

8.4. Developing External Relationships

The objective of this KRA is that the CUZ creates linkages with both internal (within Zimbabwe) and external (outside Zimbabwe) sister institutions. The CUZ will seek to enter into partnerships with other institutions in and outside Zimbabwe, engage in student/staff exchange programs with such institutions and establish strong relations with religious orders especially those working in education such as the Dominicans, the Marists, Jesuits, among others.

8.5. Popularizing and Publicizing the University

The objective of this KRA is to increase the CUZ’s visibility in and outside Zimbabwe, particularly among the Catholic laity and Zimbabwe’s commerce, industry and other employment sectors. Strategies will include developing the Public Relations and Marketing function that was recently introduced in the university and publicizing the CUZ through various fora, including national higher education and tertiary platforms and structures of the Catholic Church such as the guilds, the Youth Commission, Commission of the Laity and the ZCBC Communications. National and international platforms will also be utilized.
9. Catholic University of Zimbabwe Growth and Development Project Areas

- CUZ Google Map of Location

- CUZ Map of Current Status

- CUZ Master plan Google

- CUZ Master plan Drawings
Map of current location

Google Master Plan
9.1 Boreholes

Summary

Three boreholes are needed to service the Harare campus, one in the vicinity of the Commerce Faculty and Administration, one in the vicinity of the Humanities Faculty and Library and the third between these two areas to provide water for the construction of new buildings and the events arena.

A total budget of twenty-one thousand dollars (USD21,000) is required to sink and equip the 3 boreholes with submersible pumps and a ten thousand water tank reservoir for water storage each.

9.2 Perimeter Steel Palisade Fence
Summary

The perimeter steel palisade fence will be 3.5km long. It features two entrances to the campus, the main entrance on Cranborne Avenue and the entrance to student hostels and stadium /events arena on Chummy road.

The Catholic University of Zimbabwe’s strategic location on Airport Road makes it the first institution to catch the eye of the visitor to Zimbabwe arriving through the Harare international Airport.

The indicative budget for the perimeter steel palisade fence is five hundred thousand dollars (USD 500,000).

9.3 Chapel
Summary

The Chapel is the one most significant symbol of the University’s Catholic ethos and is therefore an essential building which, ideally, should have been constructed before the University opened its doors for the very first time in 1999.

Situated on the campus of the only Catholic University in the country, the Catholic University of Zimbabwe chapel will host Mass not only for the growing number of students and staff, but also for associations, guilds and other church groups who will be using the University as a retreat and spiritual centre. The Chapel will complement the Events Arena/ Amphitheatre.

The chapel will have a seating capacity of 200.

The total budget required for the construction of the Chapel is $267 000 excluding furniture and fittings, and it is $307 000 including furniture and fittings.

9.4 Student Hostels
Summary
As the Catholic University of the whole of Zimbabwe, the University should be accessible to students whose homes are outside Harare where the University’s main campus is located.

The total number of planned student hostels to be constructed is 6 (six). Each hostel will accommodate 300 students, so the total capacity will be 1,800 students.

The structure of the hostels has a number of common areas for interaction to encourage community living among the students.

The budget for constructing each of the six hostels is $6,487,101 excluding furniture and fittings, and it is $6,811,456 including furniture and fittings.

The University invites development and investment partners to partner it in the construction of the hostels. A development partner or investor may choose to partner the University in the construction of one or more hostel(s) through an arrangement which is mutually beneficial to both parties.

9.5 Faculty of Commerce
Summary
The Economic Structural Adjustment program in Zimbabwe in the early 1990s and subsequent economic challenges over the years placed specific focus on commerce as a study discipline at University level as the country seeks to make a positive response to its ever growing economic challenges.

The Faculty of Commerce is therefore a key driver to the University’s teaching, research and service programs. The Faculty of Commerce will house disciplines that include Business Management, Economics, Information Technology (IT), Law, Finance and Banking, Marketing, Tourism and Leisure among others.

The Faculty of Commerce will have a total student capacity of 800.

The estimated budget for constructing the Faculty of Commerce is $12,351,569 excluding furniture and fittings, and the total is $12,969,147 including furniture and fittings.

9.6 Amphitheatre / Events Arena / Stadium

Amphitheatre
Summary

Amphitheatre
The Amphitheatre is one of the immediate priority projects and has a seating capacity of 2100 people and the estimated cost is $303 000 excluding furniture and fittings, and $350 000 including furniture and fittings.

Events Arena/ Stadium
The proposed Events Arena/Stadium which will be built in the medium term has a seating capacity of 15 000 people, the Events arena/Stadium will be home to outdoor sports and recreation activities for students, staff and the surrounding community (on terms to be agreed). It will become the venue of choice for Guilds and Associations of the wider church when they conduct Mass, diocesan or national events and retreats.

The Events arena/ Stadium will also feature retreat rooms for Priests and events facilitators and group work activities.
The total budget required for the construction of the Events arena/ Stadium is $4,580,126 excluding furniture and fittings, and $4,809,132 including furniture and fittings.

9.7 Great Hall

**Summary**

With a seating capacity of 2,000 people, the Great Hall will be the University’s venue for all types of indoor activities, celebrations and mass meetings.

The total budget for the construction of the Great Hall will be $4,692,693 excluding furniture and fittings, and $4,927,327 including furniture and fittings.
9.8 Other Faculties (work in progress)

Summary

In addition to the Faculty of Commerce, the University proposes to have the following faculties in the ten-year period 2013 - 2022:

- Humanities and Social Sciences
- Science and Technology
- Agriculture and Environmental Sciences
- Education

It is proposed that like the Faculty of Commerce, the Faculty of Humanities and Social Sciences and the Faculty of Science and Technology will have their headquarters on the Harare Campus.

The other Faculties will have their headquarters in other appropriate locations in the Dioceses, such as Masvingo Diocese for the Faculty of Education (e.g. Bondolfi Teacher Training College).

The Faculty of Humanities and Social Sciences will house a strong Theology/Religious and Family Studies program, co-taught at the Harare Campus, Holy Trinity College, Chishawasha Regional Seminary and other future campuses of the University.

The budgets required to construct buildings for the other Faculties are to be advised – this is work in progress.

9.9 Library (work in progress)

Summary:

The Library will be a modern era Library equipped with both hard copy reading materials and equipment / facilities for e learning to enable it service all campuses of the University located in all Dioceses.

The total budget for constructing and equipping the Library will be available once the drawings are finalized – this is work in progress.

9.10 ICT Lab (work in progress)

Summary
As e-learning is fast overtaking conventional and traditional learning and teaching methodologies and approaches, the University’s ICT Laboratory should be both spacious and well equipped to enable it cope with increasing demand whilst maintaining quality.

The total budget for constructing and equipping the ICT Lab will be available once the drawings are finalized – this is work in progress.
10. Financing the Projects

Until the University grows its student numbers to an economically viable level (which it has started to do), it cannot hope to succeed in borrowing funds from banking or other open market lending institutions, unless it receives very low interest long term funding. The University proposes to use the following broad approaches to finance its development and expansion program:

1. Grow student numbers and thus broaden student fees’ base
2. Seek scholarships for students
3. Fundraise locally in Zimbabwe
4. Enter into strategic cooperation partnerships with investors
5. Fundraise internationally

10.1 Growing Student Numbers

CUZ will work towards growing its student numbers to ten thousand (10,000) over the ten-year period 2013 – 2022. In January 2013, the total number of students at CUZ was 280. Following an intensive student recruitment drive within Harare following the publication of “A” level results in January 2013, the total student enrolment rose to 550 by August 2013, an increase of over 96 percent. The 2014 intake will include, for the first time in the history of the University, students who will enroll at satellite campuses of the University to be established at suitable Catholic institutions in the other dioceses outside Harare. For the 2014 intake, at least three such campuses are planned. The plan is to establish such campuses in all the Church’s dioceses by 2022 to enable the University operate from at least 8 campuses.

CUZ plans to have a total enrolment of five thousand students at the Harare campus with 1,800 of them housed in the planned 6 student hostels on campus.

10.2 Scholarships for Students

The University will approach a number of organizations for sponsorship of different categories of students through scholarships. A number of scholarships had been promised to the University at its inception and these will be pursued.

10.3 Raising Funds Locally

The University will fundraise locally within Zimbabwe using a variety of approaches.

Within the local church, stakeholders include the Bishops of the Zimbabwe Catholic Bishops’ Conference, heads of Catholic religious congregations in Zimbabwe, heads of catholic tertiary institutions in Zimbabwe, parish priests, diocesan pastoral councils, deans/chairpersons of
deaneries, parish chairpersons, parish treasurers, treasurers of neighborhoods/sections, guilds, associations and others. Following sensitization at various levels and the granting of permission to fundraise within the local church, Catholic University Parish Fundraising Committees (CUZ PFCs) are being set up in all parishes to implement fundraising activities at parish level. Guidelines to facilitate smooth and accountable implementation of fundraising activities have been developed and are being distributed to all parishes. There are one and half million Catholics in Zimbabwe and each of them is being requested to contribute one dollar per month to the University for its growth and development. Where CUZ PFCs have been formed already, such funds are being deposited into the University’s Fundraising account and the University will keep the parishes briefed on the progress being made.

All Catholic schools in Zimbabwe will be requested to contribute one percent of fees collected every term to the Catholic University’s growth and development drive. The Education Commission working through the Diocesan education secretaries will be requested to facilitate this initiative.

Bringing the Catholic University in Zimbabwe to every Catholic home and school in this manner will help not only with the fundraising drive, but also with publicizing and marketing the University, which, in turn, will facilitate student recruitment and enrolment.

In addition, some individuals will be invited to join a support group called Friends of the Catholic University in Zimbabwe Re-animated (FOCUZ-R) [to differentiate it from the earlier FOCUZ group that planned the introduction of the University]. FOCUZ-R members will be a special reference group for the University. They will be invited to make specific financial contribution commitments to the University and, on its part, the University will establish special ways to recognize the group, such as inviting them to University functions and giving them special recognition at such functions, and using them as a think-tank for some university activities and developments.

The University will also approach the corporate sector in its fundraising initiatives, particularly with a view to establishing strategic partnerships.

**10.4 Establishing Strategic Cooperation Partnerships with Local Investors**

The University will seek to establish strategic partnerships or working relationships with investors, particularly in the construction of infrastructure such as student hostels through which an investor can re-coup his/her invested capital when the hostels become operative. Memoranda of Agreement spelling out the terms and conditions of the cooperation will be drawn up and agreed between the investor and the University.
10.5 Fundraising Internationally

The University will seek to follow up on some leads for international fundraising from the time it was established. A number of such leads had pledges of funding provision in 3 or so tranches and only one disbursement was made. Approaches for international funding will be made to the Apostolic Papal Nuncio in Zimbabwe, to relevant departments in the Vatican, to Conferences of Catholic Bishops in a number of countries, particularly those who responded positively to the University’s fundraising efforts at the beginning of the University such as the Conference of Italian Catholic Bishops and the Conference of Catholic Bishops of the United States of America, to parishes, especially in countries with parishes that were sympathetic to CUZ’s efforts to fundraise at the University’s inception (such as some in Germany) and to international Catholic and other funding agencies.
The Catholic University of Zimbabwe in Pictures

Members of the University Council, August, 2013
Outgoing Rector, Mr. S. J. Nondo, receiving the Papal Medal for his service to the university.

April 2013
Investiture of the new Rector, Professor Ranga Zinyemba, by the Chancellor, Archbishop, Robert Christopher Ndlovu, April 2013
Bishops of the Zimbabwe Catholic Bishops Conference pray for a blessing on the new Rector/Vice Chancellor while the Registrar, Bro. Albert Mada, assists the Chancellor

Chancellor gives the new Rector the University Charter and other “tools of the trade”
The Chancellor blesses graduands’ gowns just before commencement of the graduation ceremony, April 2013

Chancellor blesses gowns.
Rector/Vice Chancellor congratulates Thelma Gombedza, who graduated with a Bachelor’s degree in Business Management and Information Technology, April 2013
Rector/Vice Chancellor congratulates Onward Murape, who graduated with a Bachelor’s degree in Theology ready to serve in the Lord’s vineyard as a Priest.
Chancellor, Management and teaching staff, April 2013.

Part of the congregation for the graduation ceremony, April 2013.
All smiles is Hazel Zemura who graduated with a Bachelor’s degree in Arts, Honors, receiving the University Book prize for best student of her class.
## Projects Action Plan Timeline

<table>
<thead>
<tr>
<th>Key Result Area</th>
<th>Desired Result</th>
<th>Action to be Undertaken</th>
<th>Driver of Action</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Growing Student Numbers</td>
<td>CUZ has 10,000 students by 2022, increasing by at least 100% each year</td>
<td>Carry out publicity drive at parish, diocesan and national level; Open at least 2 new campuses of CUZ in other dioceses each year</td>
<td>Senior Management Team (SMT)</td>
<td>2013 – 2022</td>
</tr>
<tr>
<td>2. Growing staff numbers</td>
<td>CUZ has requisite numbers of well-oriented teaching and support staff in tandem with growing student numbers</td>
<td>Recruit and orientate requisite numbers of staff to match growing numbers of students each semester for a healthy staff-student ratio</td>
<td>SMT</td>
<td>2013 - 2022</td>
</tr>
<tr>
<td>3. Boreholes</td>
<td>CUZ has secured the required USD 24,000 and sunk and equipped 3 boreholes on the Harare campus</td>
<td>Set up a CUZ fundraising committee in each parish and request each catholic faithful in Zimbabwe and countries where many Zimbabweans live and work to donate one dollar per month to the university to raise needed funds; Carry out fundraising activities such as dinner dances, appeals to corporates and int. dev. partners</td>
<td>SMT, Members of Council, National Fundraising Committee</td>
<td>2014 and ongoing</td>
</tr>
</tbody>
</table>

Fundraising activities ongoing for the ten-year plan period.
<table>
<thead>
<tr>
<th>Key Result Area</th>
<th>Desired Result</th>
<th>Action to be Undertaken</th>
<th>Driver of Action</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Steel palisade perimeter fence around campus</td>
<td>USD 500,000 required for erecting fence is secured and campus is secure in preparation for construction projects to follow</td>
<td>Carry out fundraising activities as specified in point 3 above</td>
<td>SMT, Members of Council, National Fundraising Committee</td>
<td>Fence complete by December 2014</td>
</tr>
<tr>
<td>5. Chapel</td>
<td>USD 307,000 required for the construction and fitting of the chapel, the chapel will sit 200</td>
<td>Carry out fundraising activities as specified in point 3 above, including the international church</td>
<td>SMT, Members of Council, National Fundraising Committee, Bishops of the Zimbabwe Catholic Bishops’ Conference</td>
<td>Chapel complete by December 2015</td>
</tr>
<tr>
<td>6. Student Hostels</td>
<td>USD 6,811,456 required for the construction and fitting of each of 6 student hostels is secured and hostels are built and fitted</td>
<td>Carry out fundraising activities as specified in point 3 above, including the international church and including entering into strategic partnerships with investors</td>
<td>SMT, Members of Council, National Fundraising Committee, Bishops of the Zimbabwe Catholic Bishops’ Conference</td>
<td>First 3 hostels complete by December 2018 and the other 3 by December 2022</td>
</tr>
<tr>
<td>7. Faculty of Commerce</td>
<td>USD 12,969,147 required for the construction and fitting of the Faculty of Commerce is secured and Faculty is built and fitted</td>
<td>Carry out fundraising activities as specified in point 3 above, including the international church and including entering into strategic partnerships with investors</td>
<td>SMT, Members of Council, National Fundraising Committee, Bishops of the Zimbabwe Catholic Bishops’ Conference</td>
<td>Faculty of Commerce complete by December 2020</td>
</tr>
<tr>
<td>Key Result Area</td>
<td>Desired Result</td>
<td>Action to be Undertaken</td>
<td>Driver of Action</td>
<td>Timeline</td>
</tr>
<tr>
<td>----------------------</td>
<td>-------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>8. Amphitheatre</td>
<td>USD 350 000</td>
<td>Mobilise funds through fundraising/sponsorship to build the Amphitheatre</td>
<td>SMT, Members of Council, National Fundraising Committee, Bishops of the Zimbabwe Catholic Bishops’ Conference</td>
<td>Amphitheatre to be completed by December 2015</td>
</tr>
<tr>
<td>9. Stadium/Events Arena</td>
<td>USD 4,809,132 required for the construction and fitting of the stadium/events arena is secured and stadium/events arena is built and fitted</td>
<td>Carry out fundraising activities as specified in point 3 above, including the international church and including entering into strategic partnerships with investors</td>
<td>SMT, Members of Council, National Fundraising Committee, Bishops of the Zimbabwe Catholic Bishops’ Conference</td>
<td>Events arena complete by December 2017</td>
</tr>
<tr>
<td>10. Great Hall</td>
<td>USD 4,927,327 required for the construction and fitting of the Great Hall is secured and Great Hall is built and fitted</td>
<td>Carry out fundraising activities as specified in point 3 above, including the international church and including entering into strategic partnerships</td>
<td>SMT, Members of Council, National Fundraising Committee, Bishops of the Zimbabwe Catholic Bishops’ Conference</td>
<td>Great Hall complete by December 2022</td>
</tr>
<tr>
<td></td>
<td>with investors</td>
<td>Conference</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>----------------</td>
<td>------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Library, ICT Laboratory, Staff Houses, Faculties of Humanities and Social Sciences, Agriculture and Environmental Sciences, Science and Technology, Education</td>
<td>10.1 Architectural drawings, artistic impressions and budgets are complete</td>
<td>10.1 Have architects and engineers complete drawings and bills of quantities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>10.2 Incorporate completed drawings and budgets into this Plan and complete Plan</td>
<td>10.2 SMT</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>10.1 SMT</td>
<td>10.1 By April 2014</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>10.2 SMT</td>
<td>10.2 By April 2014</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>