

# Public Presentation for the Post of Deputy Vice Chancellor (Academic Affairs) Makerere University



MAKERERE UNIVERSITY



**Betty Akullu Ezati (PhD)**

**Associate Professor**

**In for Collegiality, Teamwork and Efficient Service Delivery**

# Outline

- Record of Service and Achievements
- Motivation for the job of Deputy Vice Chancellor (Academic Affairs)
- Makerere University's Achievements in the last five years
- Challenges (Academic, Quality Assurance, Research) and Opportunity to become research led.
- Proposed Strategies to ensure Makerere University meets its Strategic objectives
- Other issues relevant to the position of the Deputy Vice Chancellor
- Conclusions

# My Record of Service and achievements

- 26 years of service
- Supervised to completion 9 PhD and 28 master level students
- Academic Leadership: Current Dean, School of Education
- Publication Profile: Over 25 publications in books and refereed journals. Presented over 20 papers in conferences
- Research Profile: Three on-going research projects
- Undertaken several consultancies – UNICEF, UNESCO, MoES
- Memberships of committees: several

- Improved Collaborations/ partnerships:
  - Wisconsin-Madison, and Florida, Winnipeg, Malmo, Katholische Eichstatt and Leuphana.
  - **Attracted and hosted visiting scholars** from Wisconsin-Madison, Malmo, Dar-es-Salaam, Rwanda (2014 – 2018).
- **Provided guidance** to National & Regional Education Efforts on accreditation
  - Uganda National Council of Higher Education (UNCHE) and the Inter-University Council of East Africa (IUCEA).
- **Financial Mobilization:**
  - Linnaeus Palme (2017 – 2020) - 251000 SEK
  - DAAD (2015-2017)
  - DfiD: (2008 -2011) ~ 100,000 UK Pounds

# Key Assignments Makerere University

- Chair – Pre-entry and Mature Age
- Member - University Contracts Committee
- Member - Review of Anti sexual Harassment Policy
- Chair - Visitation Committee to Katungu, Bushenyi
- Member - Visitation Committee to Bukalasa
- Member - Search Committee for Vice Chancellor, Makerere University 2017
- Member – Honorary Award Committee
- Member - Board of Research and Graduate Training
- Member - Senate
- Member - Anti-Sexual Harassment Committee
- Member - Technical Committee for Mainstreaming Gender into Makerere University Curriculum

# Key Assignments outside Makerere University

- **Chair** - Governing Council of National Curriculum Development Centre (NCDC)
- **Member** - Governing Council, Uganda Petroleum Institute, Kigumba.
- **Member** - National Task-Force on Lower Secondary School Curriculum reform.
- **Chair** - Board of Governors, Makerere College School.
- **Member** - Advisory Board STIR Education.
- **Member** - Curriculum Development and Restructuring of Academic Programs - Health Tutor's College, Mulago.
- External examinations in universities in Uganda and beyond
- Consultancies – UNICEF, UNESCO

# Lessons learned

- Makerere University remains a Respected Brand Name
- We need to REPOSITION the University to play a role in a more Modern Nation, Africa & the World
  - √ As a learner centered institution
  - √ As a Research-Led University
  - √ New Structural Framework & Policy Environments
  - √ Repackaging our programs & services for a NEW Era in Education awareness
  - √ Improve inter-college, school collaborations
- We need to become more efficient and effective in delivering services to our clientele
  - √ Customer care
  - √ Protection & Respect - Sexual harassment still a problem
    - Low level of awareness.
    - Gaps in current policy (e.g. issues involving former students, cyber harassments).
- The teaching-learning environment needs further investment, e.g. ICTs facilities, fund for examinations, supervision, etc.

**Motivation for the job of  
Deputy Vice Chancellor Academic Affairs**

# Role of DVC (AA)

- Universities and Other Tertiary Institutions Act (2001 as amended 2006) 32.3 spell the role of the DVC (AA) as follows:
- The First Deputy Vice-Chancellor shall
  - √ Assist the VC in the performance of his/her functions and in that regard be responsible for the academic affairs of the University
  - √ In the absence of the VC perform the functions of the VC
  - √ Perform any other functions that may be delegated to him/her by the VC or assigned by the University Council
- Coordinating curriculum review and development, overseeing academic programmes
- Ensuring quality of academic programmes
- Overseeing proper planning and coordination of undergraduate and graduate programmes
- Monitoring colleges, institutes, DRGT, QA, Gender Mainstreaming, Library
- Advocating for and developing policies that promote academic excellence
- Ensuring optimum utilization of facilities



# Motivation to offer myself

## ■ Academic Experience

- √ taught, supervised, developed courses, lead facilitator in the university wide pedagogical skills training for Assistant Lecturers, facilitator graduate supervision workshops
- √ interacted closely with the Assistant Lecturers and have learned their challenges

## ■ Served in different university & non university committees

- √ Broadened my understanding of higher education issues. I understand and appreciate challenges and peculiarities of managing higher education institutions such as Makerere University

## ■ Leadership

- √ I have held position of Dean of a major unit & used it to mentor young staff

## ■ Mobilized resources

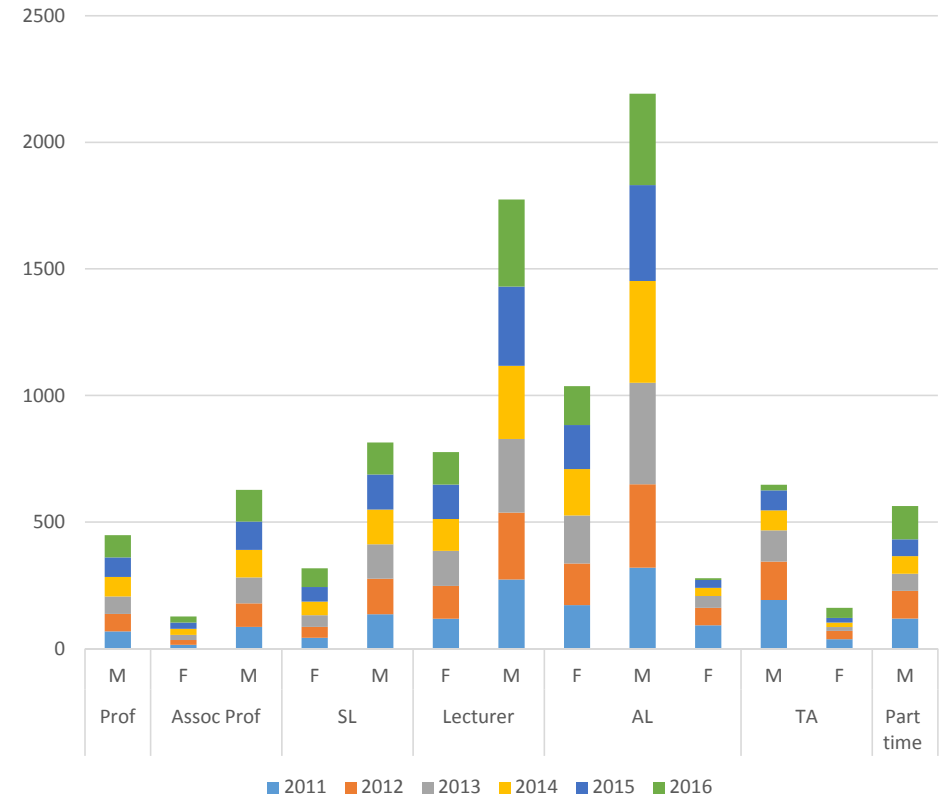
- It is my conviction that I have the ability and commitment to contribute to the development of Makerere University through:
  - √ Promoting mentorship in research and teaching,
  - √ Encouraging capacity building of all cadres of staff
  - √ Improvement of student support
  - √ Promotion of internationalization of both the staff and students.
  - √ Ensuring quality in the areas of teaching, research and outreach services.

- **Makerere University's Achievements in the last 5 years**

# Some of the Achievements in the last 5 years

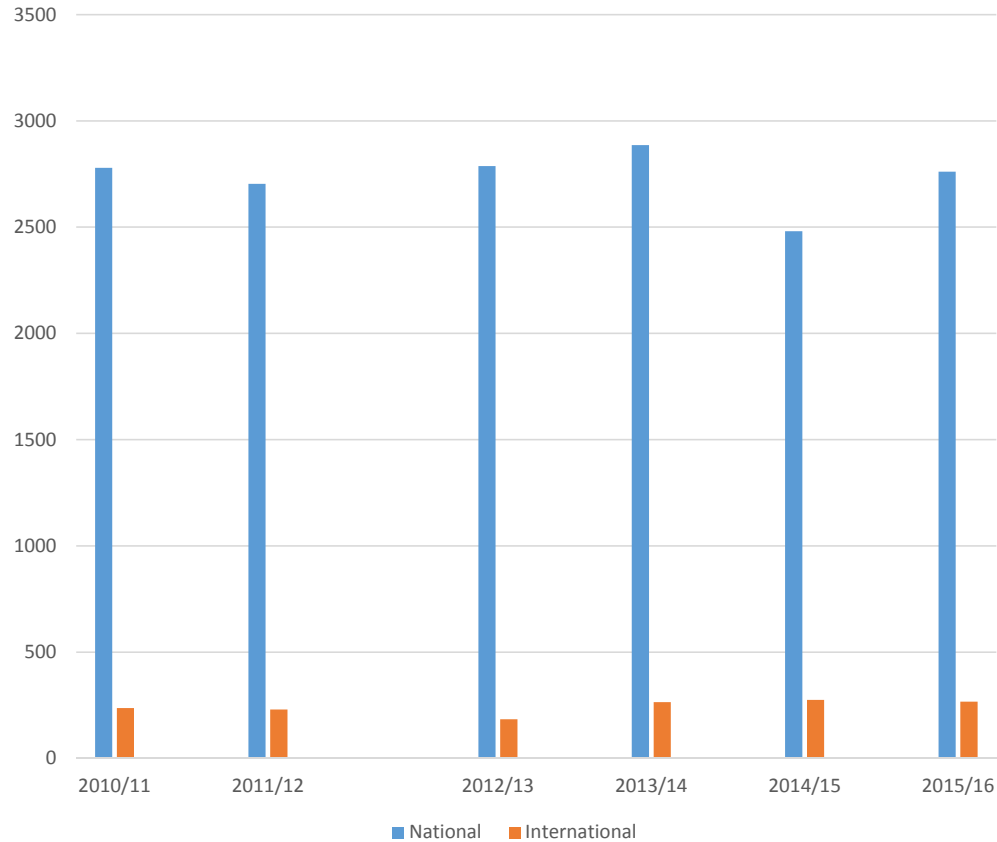
- Maintained rankings
- Diversified income (Mak. Holdings, Grant offices)
- Improved research outputs and networks (RUFORUM, CARPREX, the Resilient Africa Network).
- Won trust of a number of funding agencies (SIDA, Carnegie Foundation, BMGF, DAAD, USAID, Rockefeller Foundation, MasterCard)
- Built a formidable number of partnerships
- Increase infrastructure
- Made deliberate internal restructuring (Collegiate systems, IoDEL, introduced new policies)
- Improved quality and quantity of staffing (PhD from 420 to 732 & Professors from 55 to 90)

Academic Staff by Rank 2011 -2016



# Achievements – Numbers of Graduate students

Graduate Admission 2010/11 - 2015/16



- Though still low (outgoing Strategic Plan 30%), numbers going up
- International students beginning to increase (10%)

**Challenges (Academics, Quality Assurance and Research) and opportunities to become a research led university**

# Challenges – Academic

## Challenges

1. Dominance of teacher centred approaches (low use of ICT in learning, inadequate infrastructure for e-learning) –New Strategic Plan will focus on transformative innovative teaching, learning, research and services responsive to dynamic National, Regional and Global needs.
2. Inclusivity of learning environment -Inadequate facilities for Special Needs.

## Opportunities for improvement

National focus on competence based education.

Outgoing and successor Strategic Plan emphasis on learner centered education.

Current policy emphasis on shift to on-line and blended learning strategies

Emphasis on SDG, Vision 2040

# Challenges – Academic

## Challenges

1. Slow pace of processing of transcripts and certificate.
2. Low completion rate for graduate students.
3. Low staff morale
4. Human resource gap – Policy requires that when appointed Assistant lecturer, one should enroll for PhD within 4 years.

Means units have to continuously recruit AL.

## Opportunities for improvement

Decentralization of funds to colleges and Existence of MUASA provides a forum for dialogue with Management

Availability of in-country scholarships

# Challenges – Quality Assurance

Challenges	Opportunities for improvement
<ul style="list-style-type: none"><li>• Reduced quality of training: courses content, delivery mode</li><li>• Inadequate numbers of staff and infrastructure</li><li>• A weak quality tracking systems</li><li>• Unresponsiveness of our training and research to the labour market</li></ul>	<ul style="list-style-type: none"><li>• Existing and functional QA Unit</li><li>• Increase demand for quality.</li><li>• Renewed interest by GOU &amp; Development partners in Higher Education</li></ul>



# Challenges – Research and Innovations

## Challenges

- Low research outputs from Humanities
- Weak linkages between Academic and Research Units within the University
- Low level of Graduate training (5%)
- Lack of sustainable funding for research

## Opportunities for improvement

- Emphasis on interdisciplinary research – Harness it
- Staff of both from Makerere University
- Increasing numbers of supervisors
- Current training in supervision – institutionalize it
- GoU increase focus on research
- Existing fees structure - research

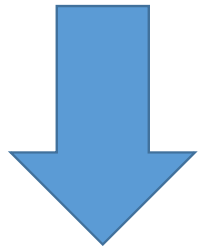
# Challenges – Research and knowledge transfer

Challenges	Opportunities for improvement
<ul style="list-style-type: none"><li>• Inadequate information about research conducted at Makerere University</li></ul>	<ul style="list-style-type: none"><li>• Availability of Journals in some units</li><li>• Revamping of Makerere University Press<ul style="list-style-type: none"><li>• budget line in the budget of 2018/19 – appreciation</li></ul></li></ul>

**Proposed Strategies to ensure Makerere University meets its strategic objectives with local, National and global context**

# My Plan to Transform Teaching & Learning

- Promote the current pedagogy and competence based curriculum workshops
- Leverage on IoDEL and CEES expertise in technology enabled learning to train and support colleagues to embrace ICTs in their practice

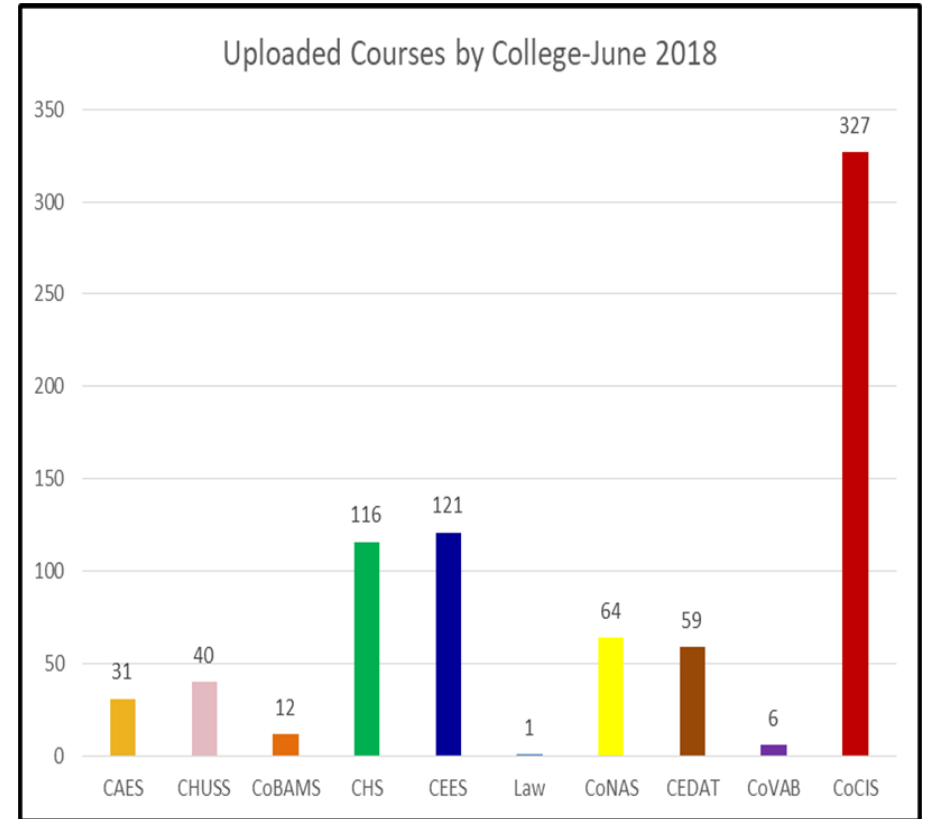


- Good Innovation in teaching

- Innovation in teaching presented in conferences.



- Submit to the Committee on Recognition of Excellence



# My Plan to Transform Teaching and Learning

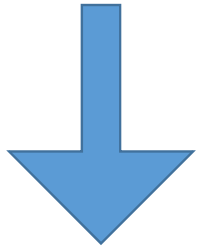
- Initiate annual conference on teaching and learning in higher for sharing experience of innovations in teaching, assessment and curriculum development
- Advocate - at least one publications on teaching, learning, assessment and curriculum development as a requirement for promotion for all
- Initiate Interdisciplinary journal of Teaching and Learning

Institute libraries for each College

Have a forum with Principals to discuss academic issues – twice per semester.

# My Plan Quality Assurance

- Enhance Capacity – training



- Buy time from staff in colleges to work with QA - count as workload

- Advocate for QA officer in each college

- Have forum of units under the office of DVC AA (AR, DRGT, QA, Gender Mainstreaming, Library) for information sharing and feedback

# My Plan for A Research Led University

- Advocate for training of staff in proposal writing for grants.
- Include young staff in all research projects – mentorship
- Promote consultancies
- Conferences and Journals to disseminate results – knowledge transfer
- In line with the new Mak Vision that focuses on knowledge creation and societal transformation for development, colleges should liaise with line ministries for their research agenda.
- Encourage patenting – Policy on Intellectual Property Right in place

# My Plan for A Research Led University

- Increase graduate students' enrolment and improve completion – training in supervision.
- Encourage Colleges to systematically transform their master programmes to blended mode (at least 2 per year).
- **Advocating for an on-line course for academic staff on line course design and facilitation**
- Advocate for separation of funds and registrars for undergraduate and graduate students
- Timely incentivisation of graduate supervision, internal thesis examination, proposal reviews and doctoral committee activities.



# Research funding

- Makerere University has built a reputation on the quality of her Research
  - √ BUT dependent on external sources e.g., SIDA, BMGF, NIH, CDC, EU, the Wellcome Trust, and USAID.
- **Need for sustainable funding**
  - √ GOU
  - √ Private sector
  - √ Internally generated funds; Patents, Services etc
- Makerere model – research separate from teaching and therefore funded separately (merge funding)
  - teaching should be informed by research

**Other issues relevant to the  
position of the Deputy Vice  
Chancellor**

# Challenges – General...

	Challenges	My Plan – General issues
General image of Makerere University	<ol style="list-style-type: none"> <li>1. Poor domestic image due to:</li> <li>2. Poor student support services leading to weak attachment and low valuation of the University by its alumni. (Strategic Plan proposes Versatile, entrepreneurial professionally grounded; ethical, committed to lifelong learning and with a positive experience that they can share and recommend to peers</li> <li>3. Repulsive attitude of some front line officers</li> <li>4. Inadequate linkages with local private sector and line ministries</li> </ol>	<p><b>Training front line officers:</b> customer care</p> <ul style="list-style-type: none"> <li>➤ Initiate and sustain continuous training for these cadre of staff.</li> <li>➤ Constant and continuous guidance and counselling at college level. Central guidance and counselling unit inadequate</li> <li>➤ Current PRs offices in each college – should become a one stop center for information</li> </ul>
Internationalization	<ol style="list-style-type: none"> <li>1. Decreasing numbers of international students</li> </ol>	<ul style="list-style-type: none"> <li>➤ Advocate for Strengthening International Office (staff and funds)</li> </ul>

# Conclusions

# My suitability for DVC AA position...

## ➤ Office of DVC AA requires:

- a person with in-depth knowledge of the University, wide experience in academic issues including research and quality assurance issues.
- Team work, collegiality.
- I have attributes and abilities expected of the occupant of the office of the Deputy Vice Chancellor.
  - I have in-depth understanding of the state of academic issues at Makerere University and the reforms that is requires
  - Extensive involvement, knowledge, and interest in higher education matters at Makerere University, Uganda, the African continent, and globally
- Knowledge and appreciation of University and Higher Education policies, practices and legal frameworks in Uganda and beyond
- Wide international networks of academic and academic support systems
- Demonstrated ability and interest in attracting local and international financial resources in support for academic and intellectual activities at the University
- I have a track record of effectiveness in the things that I do
- Given the opportunity to serve as the DVC (AA), I will support the academic and intellectual activities at the University.

# Conclusions

- My candidature as highlighted are consistent with current and successor strategic direction of the University. Specifically, I will together with others focus on
  - Transforming teaching and learning undergraduate and improving graduate training
  - Strengthening Quality Assurance and competence based curriculum framework
  - Improving student support,
  - Mentorship of young staff members,
  - Capacity building for all cadre of staff.
- It is with these that I present myself for this position of Deputy Vice-Chancellor as:

**We Build of the Future!**

Thank you