

A Client-Oriented **MAKERERE UNIVERSITY**

Assoc. Prof. Gorettie N. Nabanoga
Candidate for Position of
Deputy Vice Chancellor-Academic Affairs

PRESENTATION OUTLINE

- 1. Biography**
- 2. Mak Operational Environment & DVC-AA's Role**
- 3. My Motivation**
- 4. Challenges Affecting Mak**
 - Academics**
 - Research**
 - Quality Assurance**
- 5. Feasible Opportunities for Mak to Become Research-Led**
- 6. My Vision and Strategies**



BIOGRAPHY

- **NAME:** GORETTIE NSUBUGA NABANOGA
- **NATIONALITY:** UGANDAN
- **BORN:** 27TH FEBRUARY 1969
- **EDUCATION:** ASSOCIATE PROFESSOR (*PHD SOCIAL SCIENCES*)
- **ACADEMIC STAFF (25 yrs.)**-Diligently provided an uninterrupted service
 - Teaching, supervising & mentoring (undergraduates & graduates)
 - Active participation in multi-disciplinary research projects
 - Outreach activities
- **ACADEMIC LEADERSHIP POSITIONS**
 - Deputy Principal of College
 - Dean of Faculty
 - Head of Department
- **CONTRIBUTION TO UNIVERSITY POLICY PROCESSES**
 - Senator & Council Representative

BIOGRAPHY-Academic Leadership Record (20 years)

DEPUTY PRINCIPAL, CAES (6 yrs)

ACADEMIC AFFAIRS

- Curricular developed & reviewed =
(29 grad & 17 undergrad)
- Centralized timetabling = efficient use of resources & facilities
- CAES-based graduate research processes tracking tool
 - Increased completion rates (60% in 2013 to 78% in 2017)
- Co-ordinated student exchange programs - students sent to Israel

RESEARCH

- Participated in the establishment of CoE
- Member, Mak-Sida drafting committee
- Operationalized the CAES research desk

DEAN, FFNC (2 yrs)

- ✓ Was central in College Formation Processes
- ✓ Introduced staff recognition culture & cooperate branding
- ✓ Liaised with SPGS & UTGA to lobby for forestry infrastructural devt.

HEAD OF DEPARTMENT-CFE (10 yrs)

- Spearheaded the Formation ---new Dept
- Successfully Implemented Curricular
- Developed & Co-ordinated a Regionalized MSc. programme
 - *Student & staff exchange; capacity building for staff (24)*

- ✓ Oversaw the Implementation of Policies relating to T, L & R
- ✓ Planned and Co-ordinated Academic Programmes, Curriculum Devt/Reviews
- ✓ Ensured Optimal utilization of T, L & R facilities

BIOGRAPHY- University Policy Processes

Vast Experience in University Policy & Change Management Processes (1999-to Date)

- a) **Chair, Procurement Sub-committee, Mak Holdings**
- b) **Chair, Research And Innovations Sub-committee, Change Management Committee of the URARFC**
- a) **Senate Member, Mak Senate**
 - a) **Search Committee for Principal & Dep. Principal -----CHS**
 - b) **Committee for the Formation of the Gender Mainstreaming Directorate**
- b) **Council Member, Science Senate Representative**

✓ **Clear Understanding of Policy Initiations & Formulation processes**

✓ **Understanding of the reform processes within Mak**

BIOGRAPHY- Collaborations & Networks

COLLABORATIONS

- **AFRICA:** SUA, Dodoma, Liberia, University of Juba, South Sudan
 - Addis-Ababa University, Ethiopia, Gulu University, Uganda; DRC Congo
- **SCANDINAVIA:** UMB, NTNU; Lund University, Sweden; Uppsala University, Sweden
- **USA:** Yale University, Cornell Uni.

NETWORKS

- Local Universities
- International Universities
- Government Agencies & Institutions
- Local & International Research Organisations
- NGOs & CBOs

Able to initiate

- ✓ **Impactful collaborations & Partnerships = Influence TLR**
- ✓ **Student and Staff Exchanges**
- ✓ **Harness internships & field-based training opportunities**

BIOGRAPHY- Service Beyond Mak

Board Membership (*Decision Making*)

- **Education Sector** – Nkozi University –Chair-Academic Planning Committee
- **Cultural Institutions** - BUCADEF
- **NGOs/CBOs Advisory Board** – EMLI,TEWOCO, CURAD
- **Government Programmes** - National Task Committee, NAADS
- **Private Businesses** – Royal Suites, Kalanoga
- **Community at Large** - Rotarian (PHF)

✓ **Basis to initiate impactful PPP that: Improve TL, R &KTTP**

- **Contribute to increasing Mak visibility**

WHO IS MAKERERE UNIVERSITY?

LEGAL FRAMEWORK FOR OPERATIONS

- UOTIA Act, 2001, *As Amended*
- College Statute 2012

VISION: To be the leading institution for academic excellence and innovations in Africa

MISSION: To provide innovative teaching, learning, research and services responsive to national and global needs

CORE VALUES:

- Professionalism; Integrity; Allegiance to the Institution; Customer Responsiveness; Open to Diversity

THE MANDATE OF DVC-AA

- **PRIMARILY** ---Policy initiation, implementation, monitoring & evaluation in the University's mandated areas
- **SPECIFICALLY**
 - Oversee programmes and policies that promote academic excellence
 - Ensure quality of academic programmes
 - Oversee proper planning and coordination of academic programmes
 - Coordinate curriculum development
 - Ensure optimal utilization of teaching, research and library facilities
- **NON-DEFINED**
 - Perform any other function as may be delegated by the VC or assigned by the University Council

WHAT MOTIVATES ME?

- 1. Leadership track record**
- 2. Personal Attributes**
- 3. The Glory of Mak**

MOTIVATION 1- Experiences

- ✓ My various contributions and experiences in University mandated areas overtime have made me well prepared
- ✓ My Managerial and Leadership experience make me well qualified
- ✓ My PhD Training & more Research
 - permits me to combine sciences & humanities and appreciate their diversity and uniqueness
- ✓ I have a clear understanding of University policy formulation and change management processes

MOTIVATION 2 - Personal Attributes

Visionary, Hands-On & Experienced Leader

Integrity & Highly Accountable

Committed & Enthusiastic

Team Player &
Harmonious

Reliable Multi-
Tasker



**A leader with Attributes that will make
TOP MANAGEMENT A WINNING TEAM**

MOTIVATION 3 - MAKERERE GLORY!!

- Since 1922 Makerere enjoyed a positive public image (*National, Regional, International*)
 - *The Ivory Tower in the Pearl of Africa*
- Makerere's Alumni took pride in their *alma mater*
 - Trained several leaders in the region
 - *Mwayi Kibaki, Mwalimu Julius Nyerere, Benjamin Mkapa*



- Studying at Mak is considered prestigious
 - *We Recruit Cream de la Cream*

Currently, the **Public** has **Growing Concerns** on both Mak's Products and Services

MOTIVATION 3 Con't

Locally

- Authenticity of awarded degrees
- Graduate completion period
- Employability of our graduates-----*rated theoretical*
- High no's - perceived to affect quality
- Research skewed to academic awards

Internationally

- Less competitive graduate in applying for scholarships
- Employability of our graduates

The Public's concerns are aggravated by the ICT enabled environment

MOTIVATION 3 Con't

To Meaningfully Contribute to the Revitalization of My *Alma Mater's* Glory

Which has made me who I am, and I believe most of you here today

We need to deal with these public's concerns

Who is the Public?

= **Alumni/graduates based on their experiences=biggest**

= Parents of the alumni

= Employers of our graduates

= Our funders & collaborators

To make meaningful contribution one must understand

THE OPERATING ENVIRONMENT

- **Challenges**
- **Strengths**
- **Opportunities**

CHALLENGES @ Mak

- **Academics**
- **Research**
- **Quality Assurance**

CHALLENGES AT MAK- ACADEMICS

Students

✓ Attitude & mindset of the Gen Z students



✓ Multi-tasking privately sponsored graduate students

- Ltd Scholarships

✓ Graduate Research process: *supervision; lengthy examination process, trivial & late payments for external examiners*

CHALLENGES AT MAK- ACADEMICS

Administrative

- ✓ Low staff: student ratios (1:27) *cf* (Cape Town 1:12, Pretoria 1:20, Oxford 1:12, Harvard 1:9)
- ✓ Non-targeted student enrolments
 - Graduate (<10%)
 - International (<2%)
- ✓ Low program unit cost
 - *Limited practical-oriented T & L*
- ✓ Delays and irregularities in examination & graduation processes
 - *Integrity & Allegiance to the institution*

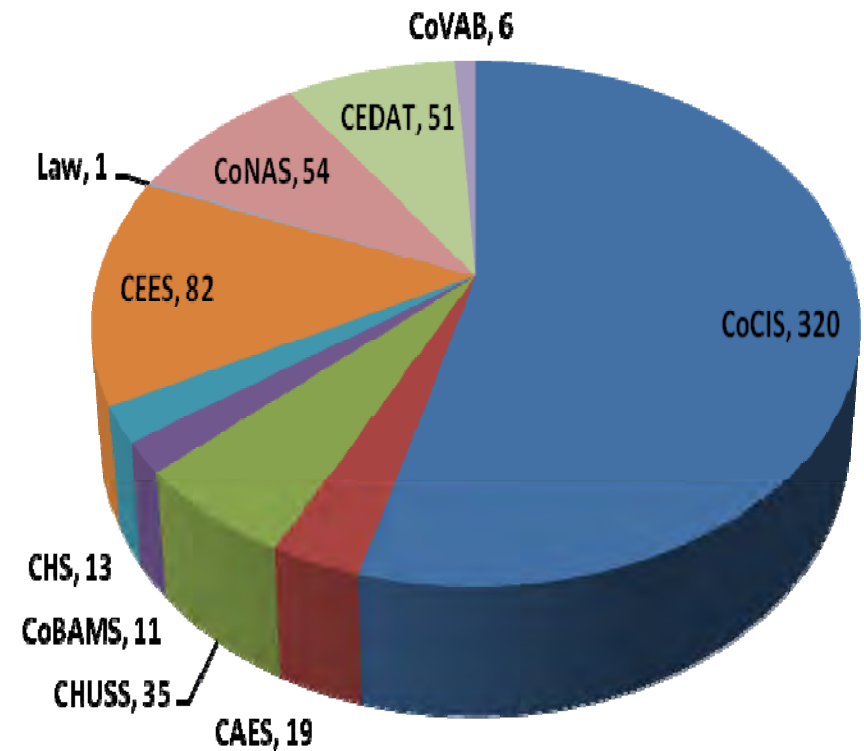


CHALLENGES AT MAK- ACADEMICS

Staff

- ✓ Limited pedagogical & andragogy skills
 - Limited adoption of learner-centred pedagogy
 - *No systematic mechanism for staff induction*
- ✓ Limited embracement of: ICT-facilitated T & L
 - E-learning, m-learning, *ODeL programmes*
- ✓ Low staff motivation

Number of Courses in e-learning mode



CHALLENGES AT MAK- RESEARCH

✓Policies

- Limited operationalization of research policies (IPM, R&I)
- Lack of an institutional framework for co-ordinating KTTP activities
 - *Lack of an effective information dissemination plan*

✓Management

- Lack of institutionalised multi-disciplinary research teams/groups
- Limited & non-certified laboratories

✓Inadequate research funding

- *Low govt. Funding*
- *Low University budget for research (0.03%)*
- *Donor-driven research (90%)*

CHALLENGES AT MAK-QUALITY ASSURANCE

- ✓ Limited implementation & monitoring of the quality assurance policies and processes across the core mandates of the University
 - Monitoring implementation of curricular (LH, PH & TH)

- ✓ Limited application & usability of Performance & Assessment tools
 - Graduate students (Gradtrack)
 - Academic staff (*SECAT*)

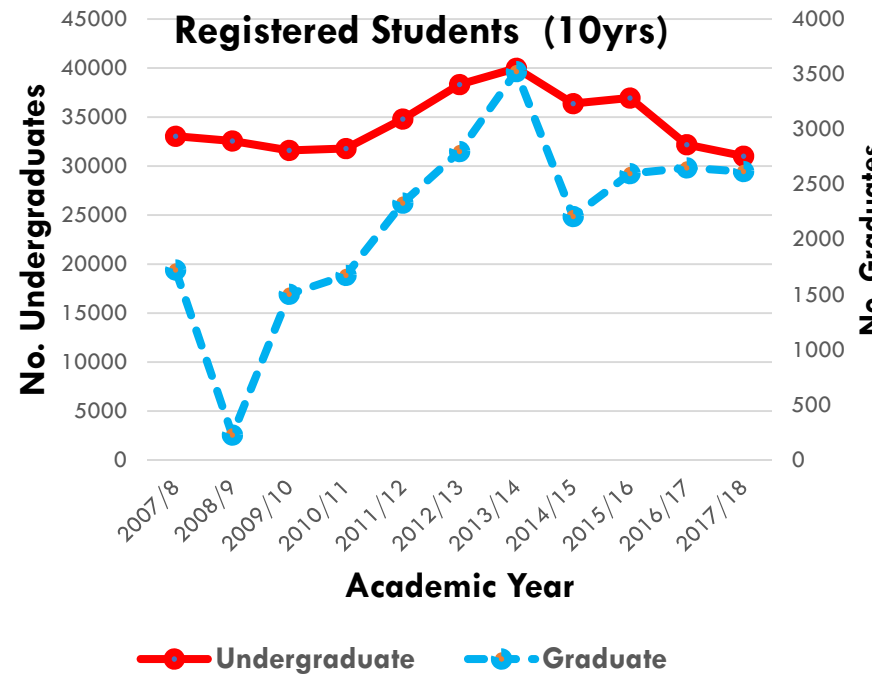
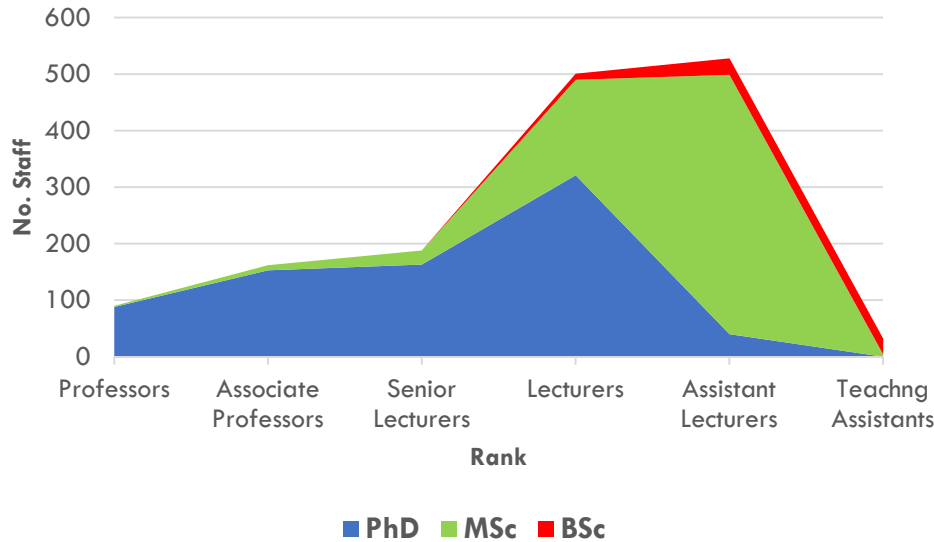
- ✓ Limited integration of the gender policy in all University functional areas

STRENGTHS

STRENGTHS

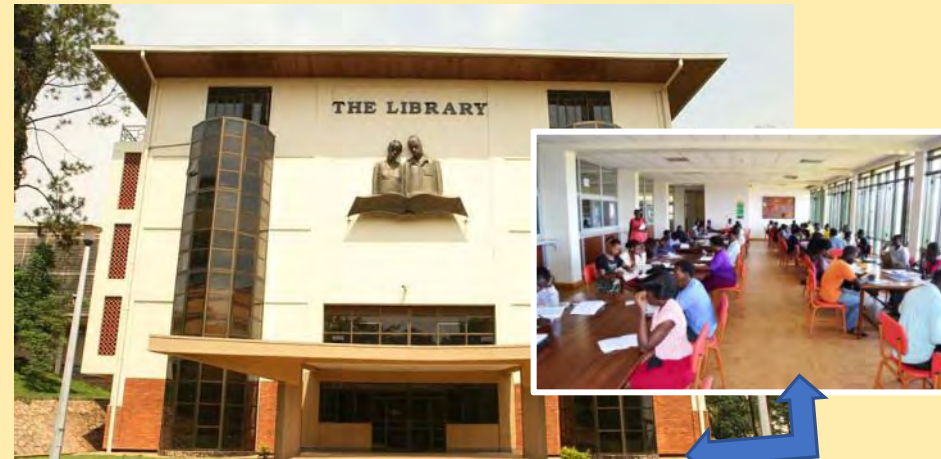
- The brand name and great history
- High quality academic staff

Staff Rankings (2017/18)



- Central teaching facilities
- Renovated laboratories
 - Unit (5) & centralized (4)

- Improved central library facilities = national repository
- Increasing improvement in ICT facilities
- Mak is gender responsive



**FEASIBLE OPPORTUNITIES TO
BECOME A RESEARCH-LED
UNIVERSITY**

EXPECTATIONS OF A RESEARCH-LED UNIVERSITY

1. Proportionate student enrolment (*Undergraduate : Graduate*)
2. Research-Led Teaching and Learning
 - *Mandates of research, teaching & learning are intertwined*
3. Focus on the quality of undergraduates = catchment for graduate programmes
 - *Interest undergraduate students in research*
 - *Emphasis of analytical and problem solving skills*
4. Cutting edge research across colleges
 - *Responsive to addressing global problems*
 - *Responsive to emerging knowledge systems and technologies*

FEASIBLE OPPORTUNITIES

- ✓ Other Research-Led Universities (*highly ranked-SA& beyond*)
- ✓ Growing interest in Partnerships
 - *Dev't partners; Universities, Private Sector & Research Institutions*



- ✓ Emerging sectors & fields (*e.g. Oil & Gas; mining; human rights*)
- ✓ Increased no. of Universities in Uganda
 - *That require staff with advanced degrees*
- A hub of Centres of Excellence for Training & Research in the region



SYNTHESIS



Public Scrutiny

**LEGAL &
OPERATIONAL
FRAMEWORK**

Achievements

Strengths



Challenges

**Aspirations
(Research-led)**

Opportunities

MY VISION

“A Client-Oriented Makerere University that Provides Knowledge for Societal Development”

INNOVATIVE & FEASIBLE STRATEGIES TO:

- ✓ **ADDRESS THE CHALLENGES**
- ✓ **HARNESS OPPORTUNITIES TO BE RESEARCH-LED**



STRATEGIES - ACADEMICS

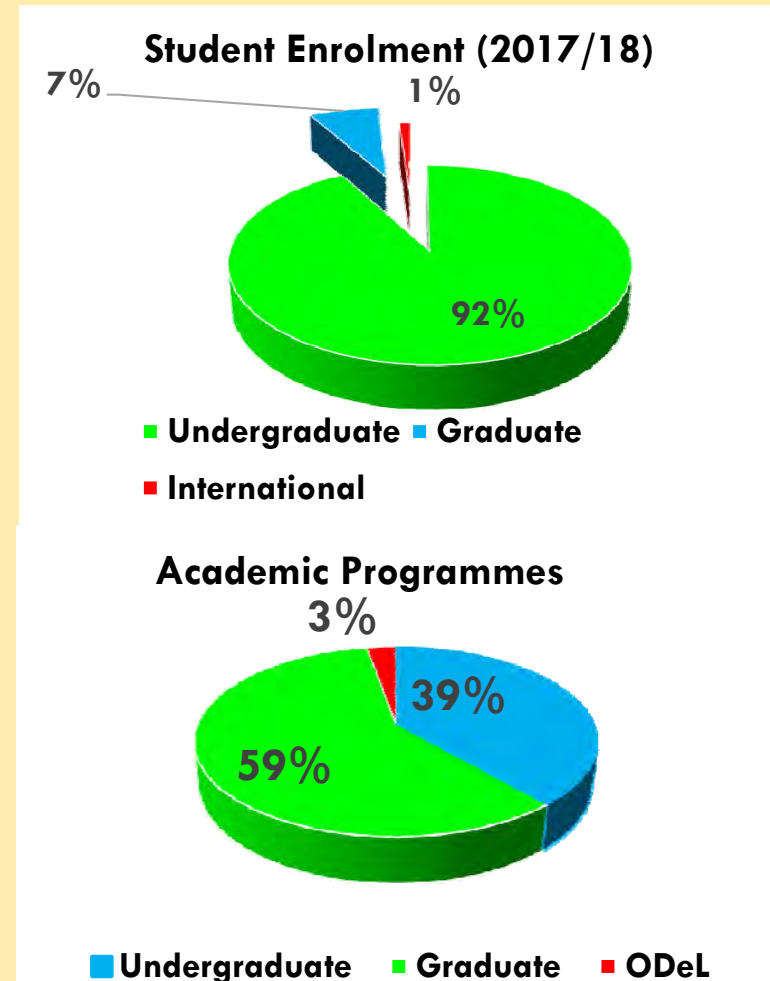
- ✓ Improve the Systems for **Practical-Oriented Training**
 - *In-semester practical sessions; Internships = Formal Partnerships with MDAs, Private Sector & Research Organisations*

✓ Targeted student enrolment

(AR & Principals)

Gradual changes

- Student proportion
 - *Enrolment vs academic programmes*
 - *Increase marketing of graduate programmes*
- Stems admission (*Gov't recommendations*)
- Popularize ODeL programmes
 - *Enrol some evening programmes on ODeL*



STRATEGIES - ACADEMICS

Research-led teaching & learning

✓ Thru unit heads- promote

- Staff = experiential teaching and course materials

Attitude and mindset of the Gen Z students

✓ Promote Learner-Centered pedagogy

• Liaise with PDD and College Principals

- To budget & implement regularized pedagogical training (*Institutionalized plan*)



✓ Liaise with DICTS & Principals

- Capacity Building for Use of ICT-based T& L

STRATEGIES - ACADEMICS

Delays & irregularities in Examination & Graduation processes

- ✓ Fully Automate the results management process (*with levels of access*)

- ✓ Review the “Rules concerning examination malpractices”
 - *Incorporate dynamics in the current academic realm*

- ✓ Contribute to & fast track the approval of:
 - The academic integrity policy
 - Professional integrity and standards policy
 - *Implement staff and students code of conduct*

STRATEGIES - ACADEMICS

Multi-tasking privately sponsored students

- ✓ Modular Teaching approach
- ✓ Institutionalize Graduate mentorship
- ✓ Ensure a match between centralized time tabling & allocation of teaching spaces

Graduate research process

- ✓ Make significant contributions to the review of graduate research processes *DRGT & Kiiza committee*
 - Improvements & adoption of the localized Gradtrack tool = *Link to the DQA Gradtrack tool*
 - Institutionalize the e-exchange of theses and examiners reports
- ✓ Lobby for improved payment of examiners (*IE & EE*) and supervisors

STRATEGIES - STAFF MOTIVATION

- ✓ Proactively engage the DHR to consider staff contributions in review of the *“Policy on appointments and promotions of academic staff”*
 - Attaching wt = no. of graduates (supervised, examined);
doctoral committee



STRATEGIES - RESEARCH & KTTP

Policies & guidelines

- ✓ Initiated the development of a policy to institutionalise and market KTTP
- ✓ Review policies on research and innovations in line with recommendations by URAFR
- ✓ Institute and operationalize a policy on incubation of business ideas and technologies



STRATEGIES - RESEARCH & KTTP

Research management

- ✓ Evaluate the 3 Unit-based pilot research desks to provide lessons & best practices
 - Inform the institutionalisation of unit-based research desks

- ✓ Task research desks to engage with the line MDAs & Private Sector (*thru DRGT & Principals*)
 - In setting the research agenda that contributes to solving societal challenges

- ✓ Fast track ISO certification for laboratories

STRATEGIES - RESEARCH & KTTP

✓ Develop & implement a dissemination framework for research outputs

- Encouraging regular research exhibitions (*college & university level*)
- Encourage research outputs through working papers

✓ Coordinate effective use of Centres of Excellence



✓ Encourage Formalising collaborations with partners (*Thru Principals*)



STRATEGIES - QUALITY ASSURANCE

Engage with DQA to:

- ✓ Assess & publicise the institutional compliance to national and international key performance indicators
- ✓ Popularise & roll out (*to the colleges*) monitoring & assessment tools
 - The Grad-track system = monitor graduate academic progress
 - SECAT = performance assessment for staff (*students' experiences*)
- ✓ Propose establishment of QA desks-----colleges
 - Regularize & activate usability of tracer studies
- ✓ Ensure that all University processes are engendered



How Do I Envision to Deliver Successfully

STRATEGIES - ADMINISTRATIVE

- ✓ Active engagement to share my Vision and Strategies with
 - *VC's office & Immediate subordinates: DQA; DRGT; AR-office; Principals*

Golden Opportunity:

Its time for a New Strategic Focus

(Mak 2020/2030)

- ✓ Engage with committees for strategic planning
 - *To improve/modify strategies & set realistic & measurable indicators for a research led University* ⁴¹

CONCLUSION

- ✓ With my proven administrative track record in academic affairs,
- ✓ My Open-mindedness –to contributions and criticisms from peers & subordinates; coupled with
- ✓ My vision and commitment, pro-activeness and enthusiasm,

Ladies and Gentlemen, Entrust me with this Office & I shall Spear-head Improving & Retaining the Academic Glory of Mak.

THANK YOU



***“AS WE BUILD FOR THE FUTURE”
“FOR GOD AND MY COUNTRY”***