Makerere Leading by Example as We Build for the Future

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Appreciating the Role of a Vice Chancellor

- Create the climate – image of the University (number one Public Face of the University)
- Create a strong and cohesive management team and endear staff and students to the vision/goal of the University
- Leadership in providing the resources to achieve the Goal
- Defending and expanding the community of the university – assurance of dignity, hope and respect
- Conflict management and political innovation (being in sync with national development agenda)
What I Bring to the Office of VC

- Leveraging my extensive knowledge of Makerere University and its people and capacity development thereof
- Demonstrated capability for international networks building of/for academic, administrative and financial institutions
- Understanding of and participation in policy and programme development and implementation in the Higher Education sectors local & international
Additional Competencies

- Personality for respect of the Office of the Vice-Chancellor and University Offices

- Strategic thinking and tested tough negotiating skills

- Humility of incompleteness and conviviality (willingness to learn & work together, and cordial and respectful relationship with each other)
Vision for Makerere University in the 21st Century

- A pathfinder University in Uganda, the region and on the African continent - reclaiming our place

- Leader in Higher Education, research and innovation in Uganda for fast socio-economic growth

- Re-positioning her to be a competitive University internationally

  - A robust Strategic Plan that sharpens the strategic, operational and funding model for Mak
Strategic Goals

What then Do I Intend to Guide

- Policies review, approvals and most importantly collective implementation

- Devolution of powers and strengthening of Committee structure – inclusive in the business and function of the University (staff, students and critical stakeholders)

- Partnership-based Restoration of Financial stability coupled with transparency and accountability
Strategic Goals - contn.

- Enhancing a Human Resource for Competence-based academic and research program delivery for Makerere and the Tertiary and Higher Education sector and the Public and Private sector

- Staff (teaching and non-teaching) and students leadership structures and welfare

- Cross-cutting issues of quality assurance, infrastructure (hard & soft), gender and internationalisation
Many University Policies and Reports are either not approved or not implemented - there are nine categories of University policy; e.g. only three of the 10 policy drafts on financial management are approved; McGregor, Omaswa, Kabasa Reports

- Rigorous engagement with Colleges and staff and student communities to inform University organs i.e. Senate and Council
- Engagement with Organs and Agencies of Government to consolidate mutual beneficiality
2. : Devolution of Powers and Committee Structure

- Since 2006 shying away from an evidence based shift in governance system - the Collegiate system

- Commitment to a studied implementation of the Collegiate system - we implement, we critique, we adapt…..

- Strengthening the Committee structures right from Department to Council (inclusiveness/participation; sense of ownership)
Ultimate Governance Goal

- Re-instating Makerere University leadership in the Higher Education Sector

- Talking to/debating the University and Other Tertiary Institutions systems in the country

- Active involvement in areas of policy formulation

- Think Tank for government and the region on matters of policy and program implementation
Repositioning Makerere University

Responding to emerging national and international development needs

Research-led University for fast socio-economic growth

A Leading and competitive University in Higher Education

Image and human resource investment
3.: Financial Stability and Academic Excellence

- Restoration of stakeholder confidence in financial management, transparency, accountability
- Staff and students welfare equity
- Proper and timely accountability for every shilling and value for money
- A mix of revenue generation and prudent expenditure and decentralized Customer services

- TAS: Beyond Resilience: A New Normal
3.1. : Avenues by UOTIA

- Grants or contributions from Central Government
- Voluntary contributions from the District Council
- Grants, contributions, loans and donations acceptable to the University Council
- University fees
- Any other money that may become payable to the Public University in the discharge of its functions
3.2: Government Financing: Mutual Beneficiality and PPP Strategy

- Providing research, innovations and advisory service to government, at a cost of course

- Entering into PPP arrangements to optimise the use of the University facilities, estate and assets

- Government guarantee for grants/loans from the Private Sectors and Development Partners

- Engage government on budgetary contribution
3.3: Grants, contributions, loans and donations

- Growing the Research Grants and Product Development portfolio - Flagship Projects & Centres of Excellence per College, Incubation Centres...

- Convocation initiatives (together with Security Forces they are already going to build us a Perimeter Wall!)

- Alumni Chapters as we build towards Mak Alumni..

- Growing the Endowment Fund
3.4: Tuition Fees

- Most obvious but most problematic
- Innovative unit-cost sharing - partnerships with public and private sector in teaching and learning financing [Bridging the Gap]
- Create Part-time employment opportunities for students through a *Makerere University Student Work Scheme* on campus and with Corporate partners
- Upgrading student accounting and academic management system and collect the debt arising from fee arrears
Goal: Building the institution’s capacity

To utilize and enhance the performance of the academic, administrative and support staff

For Academic Standards and Nurturing the Student Community
4. Cross-cutting Issues

- Security of person and property
- Quality assurance and Internationalisation
- Gender Mainstreaming
- Infrastructure investment - soft and hard
4.1: Security of Person and Property

- Porous borders [give thanks and strong support and partnership with KCCA and Convocation..]

- Person identification

- Security of University property and documents
4.2: Quality Assurance and Internationalization

- Strengthening Departmental level academic program financing and management
- Harmonisation and certification of programs with percentage savings for small research grants at unit level
- Overt quality assurance oversight (frameworks/processes) - tapping into Institutional prestige
- Responsibility to mentor students
4.3: Gender Mainstreaming

- Academic/administrative Mentorship programs
- Engendered workplace facilities and care and services ethics
- Gendered students program initiatives on and off campus
4.4: Infrastructure Investment - soft and hard

- Optimal utilization of existing space: e.g. financially supported harmonised Space Timetabling

- Government/Mak Mutual beneficiality partnership and the PPP strategy

- Grants/donation-based infrastructure development: e.g. funded Centres of Excellence, Philanthropy
Tripartite Synergy

Governance and Devolution of Power

Infrastructure Development

Financing and Academic Excellence