



# UNLOCKING MAKERERE UNIVERSITY'S POTENTIAL

PUBLIC PRESENTATION BY:  
ARCH. PROF. BARNABAS NAWANGWE, Ph.D.,  
CANDIDATE FOR POSITION OF VICE CHANCELLOR OF  
MAKERERE UNIVERSITY ON 15<sup>TH</sup> JUNE 2017

# PRESENTATION OUTLINE

- BIOGRAPHY AND KEY ACHIEVEMENTS
- MAKERERE VISION, MISSION AND CORE VALUES
- BACKGROUND INFORMATION ON Mak
- RE-CAP OF Mak STRATEGIC PLAN (2008-2018)
- SWOT ANALYSIS
- VISION FOR A 21<sup>ST</sup> CENTURY MAKERERE
- MY BUSINESS PLAN
- IMPLEMENTATION SCHEDULE
- CONCLUSION
- QUALITIES OF A VC
- MY SOLEMN PROMISE



# BIOGRAPHY AND KEY ACHIEVEMENTS



# LEADERSHIP POSITIONS

- Deputy Vice Chancellor (Finance & Administration), Mak
- Ag. Principal, College Of Engineering, Design, Art And Technology (CEDAT), Makerere University
- Dean, Faculty of Technology, Mak
- Pioneer Head of Department of Architecture, Mak



# SPECIAL ASSIGNMENTS

- Member, Makerere University Council
- Member, Makerere University Senate
- Chairman, Centre for Performing Arts (PAF) Committee
- Chairman, 3<sup>rd</sup> World Universities Netball Championship 2018
- Secretary, Mwai Kibaki Centre of Excellence Delivery Committee
- Secretary, Tumusiime Mutebile Centre of Excellence Delivery Committee
- Chairman, Makerere University Research, Administrative And Financial Reforms (URAFR) Committee
- Co-Chair, Change Management Committee, Makerere
- Chairman, Mature Age Entry Scheme Investigation Committee



# ACADEMIC LEADERSHIP

- Pioneered The Architecture Programme At Mak And Obtained Its International Accreditation
- Initiated 10 New Programmes At Graduate And Undergraduate Levels
- Increased Enrolment From 800 To More Than 3000 In 5 Years
- Presided over formation of College of Engineering, Design, Art and Technology (CEDAT)
- Supervised 6 PhD and 15 Masters Students
- External Examiner in 7 universities
- Member of the Commonwealth Association of Architects Programmes Validation Panel

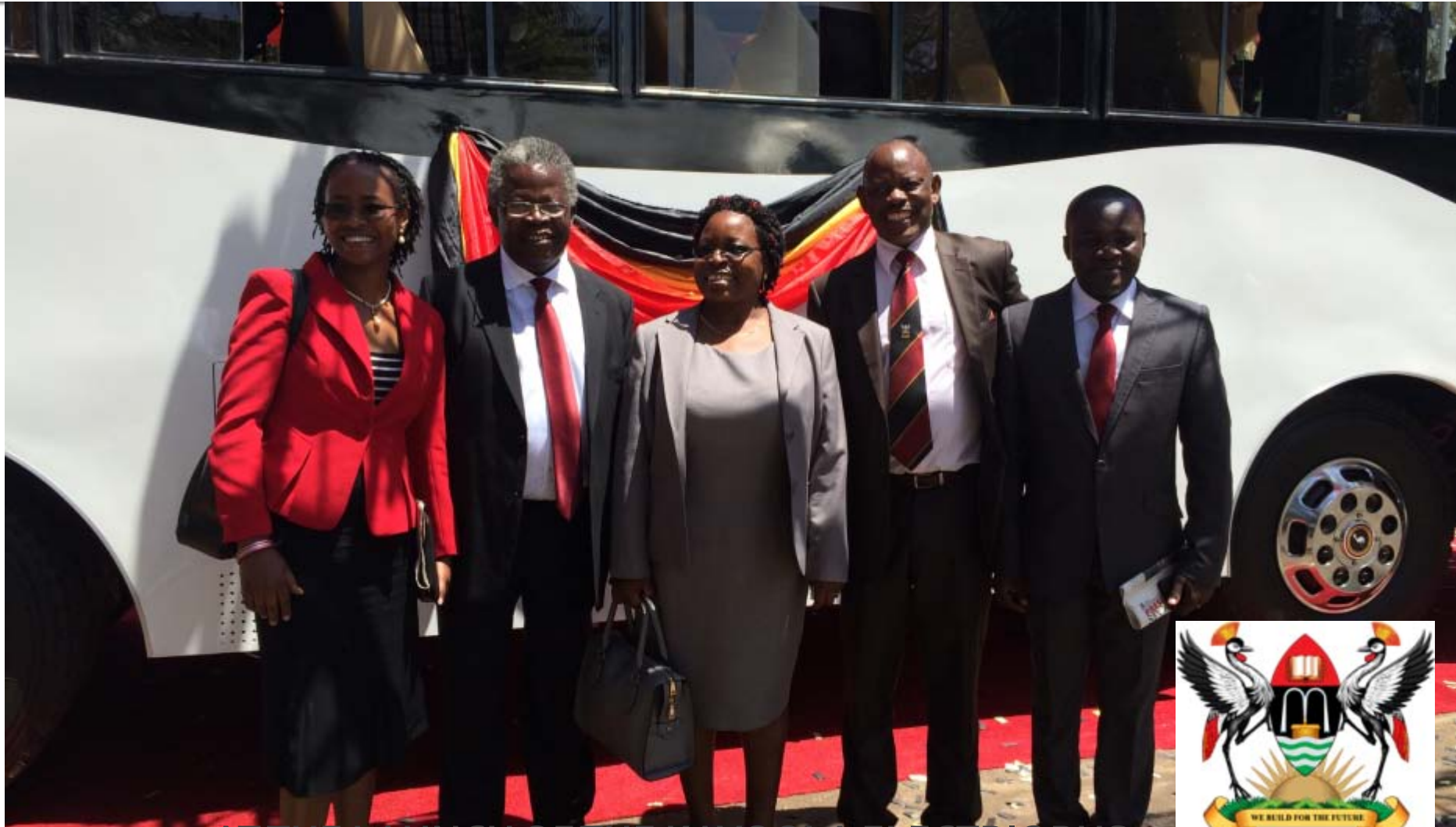


# RESEARCH LEADERSHIP AND MANAGEMENT

- Chaired The Sida Programme, Mak's Largest Capacity Building Programme In All History For 10 Years, Programme Voted By Sida The Best For The 30 Year Celebration Of Sarec Sustained Donor Confidence
- Alternate Chair, Carnegie Corporation Programme
- Chair, Presidential Initiative on STI at Mak
- Coordinator, Innovations System And Clusters Programme
- Coordinator, Regional Programme on Engineering Research (UDSM, Eduardo Mondlane, Mak)
- Chair, Physical Sciences Committee of the UNCST
- Increased Research Publications From 5 Per Year To More Than 50 Per Year In FOT
- Oversaw Development Of The Kiira Ev, Africa's First Electric Car



# RESEARCH LEADERSHIP AND MANAGEMENT



15/06/2017

AT THE LAUNCH OF THE KAYOOLA ELECTRIC BUS

# RESEARCH AND PUBLICATIONS

- Leading Researcher in Vernacular Architecture and Social Housing
- More Than 40 Publications In Peer Reviewed Journals and Books
- Presented papers at 75 international conferences



# RESOURCE MOBILISATION

- Raised More Than USD 100 Million In Donor And Government Funding For Research (Gou, Sida, Norad, Rockefeller, Carnegie, Nufu, Italian Gov., World Bank, Psfu, Dwd, Unido, Dfid, Giz, Usaid, Etc.)
- New Building for CEDAT (USD 4 Million)
- Central Teaching Facilities (USD 30 Million)
- Negotiated (with KCCA) Compensation for Reconstruction of Mak Roads (UGX 7 billion)
- Negotiated Staff Salary Enhancement (UGX 66 bn to date)
- Establishment of Mak Holdings and MakeF
- Establishment of Vehicle Access System (KAPS remits UGX 20 million per month)



# RESOURCE MOBILISATION: THE MaKEF FUN RUN



CAMPAIGNING FOR THE MaKEF FUN RUN

15/06/2017



# RESOURCE MOBILISATION: PROPOSED 5-STAR HOTEL UNDER PPP



# RESOURCE MOBILISATION: PROPOSED 5-STAR HOTEL UNDER PPP



# RESOURCE MOBILISATION: PROPOSED 5-STAR HOTEL UNDER PPP



# PROPOSED 3-STAR HOTEL AT MAK



# RESOURCE MOBILISATION: PROPOSED 3-STAR HOTEL AT MAK



# RESOURCE MOBILISATION: PROPOSED STUDENTS HOSTELS AT MAK



# PROPOSED STUDENTS HOSTELS AT MAK



# RESOURCE MOBILISATION: PROPOSED APARTMENT BLOCKS IN KOLOLO



# PROPOSED TEACHING HOSPITAL



# BIRD'S EYE VIEW OF TEACHING HOSPITAL



# HUMAN RESOURCE

- Enhancement of Staff Salaries
- Resolution of Pension Arrears
- Staff Health Insurance Policy
- Staff Development Programmes  
(Sida, NUFU, Carnegie, Mak)



# STUDENT AFFAIRS

- **New Fees Policy**
- **Protection of the Integrity of Mak Academic Credentials**
- **Improvement of Security (Street Lighting)**
- **Support to Guidance and Counselling**
- **Proactive Communication Strategy**



# INFRASTRUCTURE IMPROVEMENTS

- Refurbishment of Main Hall and SCR
- Central Teaching Facilities (14 Sq. M)
- Reconstruction of Main Campus Roads
- New Building for CEDAT
- Street Lighting on Main Campus
- Partial Construction of Perimeter fence
- Modernised Main Entrance



# INFRASTRUCTURE IMPROVEMENTS: NEW MAIN GATE



TECHNOLOGY CONSULTS LTD

Consulting & Architecture, Engineering & Surveying  
Plot 10, Block 10, Kampala, Uganda. Tel: 0414 240000

MAKERERE UNIVERSITY

We Build for the Future



Main Gate  
Perspective view 1

15/05/2017

# INFRASTRUCTURE IMPROVEMENTS: NEW LOOK MAIN HALL



# INFRASTRUCTURE IMPROVEMENTS: NEW LOOK SCR



15/06/2017

# INFRASTRUCTURE IMPROVEMENTS: RECONSTRUCTION OF ROADS



15/06/2017

# PARTNERSHIPS, NETWORKING AND INTERNATIONALISATION

- Enhanced Private Sector And Government Partnerships (MOUs with UPF, UPDF, MIN. OF DEFENCE, MTIC, PSFU, UIRI, WDD, MIN. OF ENERGY, SNV, Etc)
- International Connectivity (MIT, COLORADO, KTH, TSINGHUA, BELOGRAD, PFUR, RUTGERS, MICHIGAN, QMUL, OXFORD, SURREY, WPI, DTU, DCU, TCD, CLEMSON, ILLINOIS, HOPKINS, AAU, NAIROBI, JKUAT, UDSM, UEM, UCT, NMMU, KNUT, STRATHMORE, ARDHI, KIST, NUR, LUND, AHO, NTNU, KNCST, PADUE, ROME, UPPSALA, BLEKINGE, OPEN, NMIST, VAAL, UKZN, TASMANIA, UCI, Bangor, Etc.)
- Championed Resurrection of the Makerere University Private Sector Forum (MUPSF)



# PARTNERSHIPS, NETWORKING AND INTERNATIONALISATION



WITH THE PRESIDENT OF MAURITIUS AT A RUFORUM CONFERENCE

15/06/2017



# PARTNERSHIPS, NETWORKING AND INTERNATIONALISATION



WITH THE RECTOR OF THE UNIVERSITY OF KUALA LUMPUR



# PARTNERSHIPS, NETWORKING AND INTERNATIONALISATION



**MEETING A DELEGATION FROM THE UNIVERSITY OF KHARTOUM**

15/06/2017



# PARTNERSHIPS, NETWORKING AND INTERNATIONALISATION



WITH THE VICE CHANCELLOR OF THE UNIVERSITY OF NAIROBI

15/06/2017



# PARTNERSHIPS, NETWORKING AND INTERNATIONALISATION



WITH THE RECTOR OF THE UNIVERSITY COLLEGE OF DANCE, NORWAY



15/06/2017

# PARTNERSHIPS, NETWORKING AND INTERNATIONALISATION

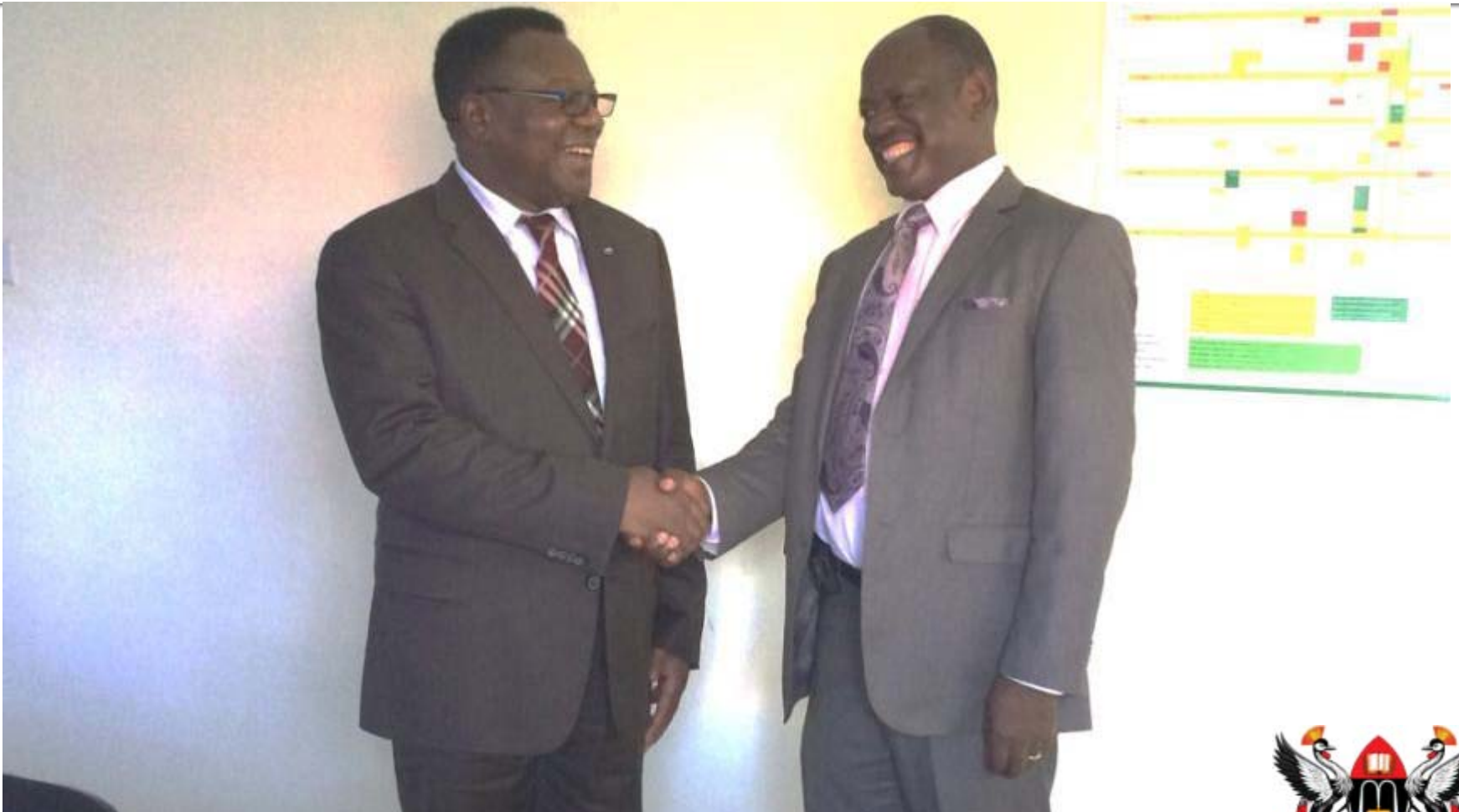


**EXCHANGING GIFTS WITH THE VICE PRESIDENT OF RUTGERS UNIV.**

15/06/2017



# PARTNERSHIPS, NETWORKING AND INTERNATIONALISATION



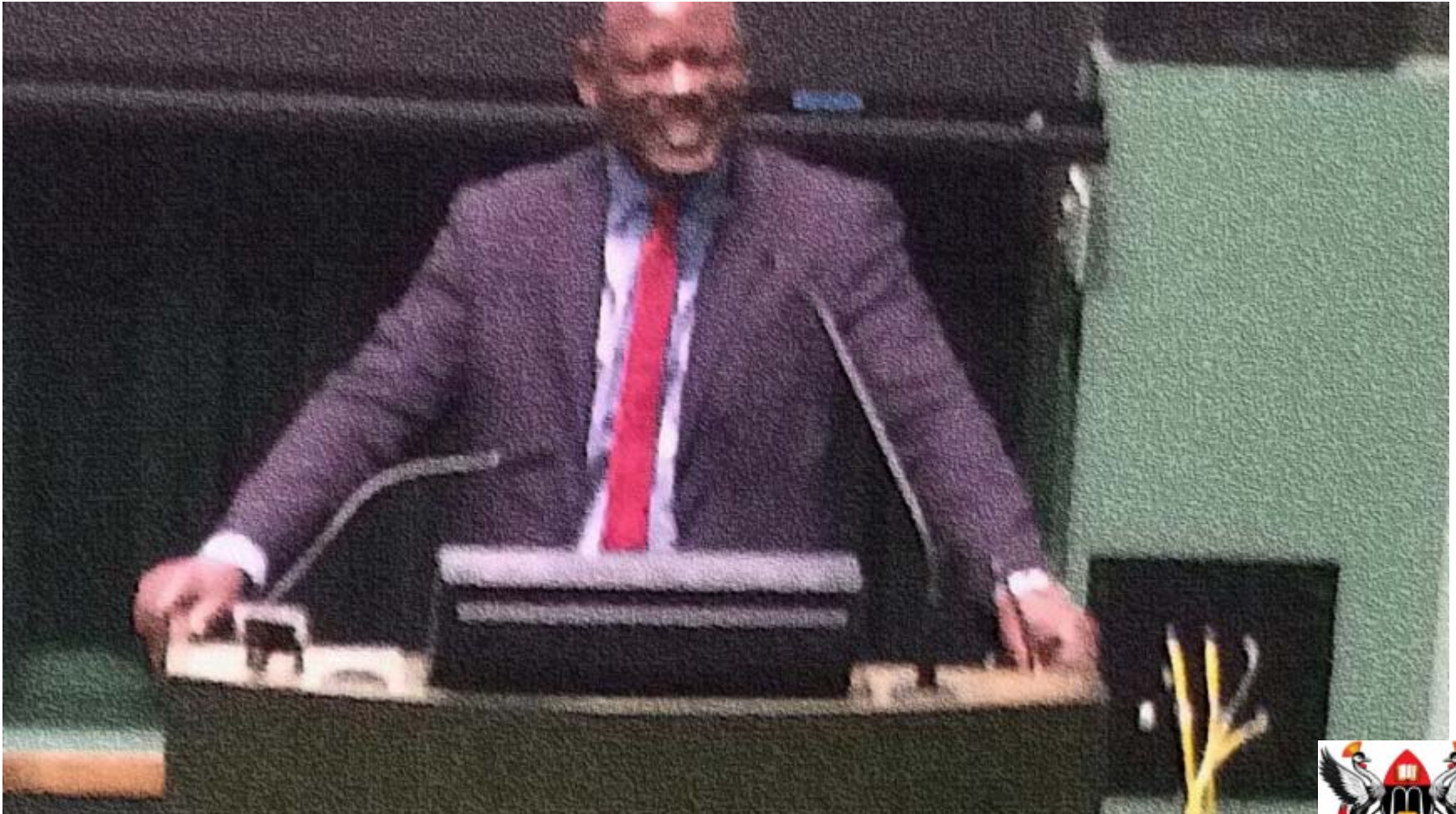
**WITH THE EXECUTIVE SECRETARY OF THE AFRICAN CAPACITY  
BUILDING FOUNDATION**

15/06/2017



# BIOGRAPHY AND KEY ACHIEVEMENTS

## (PARTNERSHIPS, NETWORKING AND INTERNATIONALISATION)



**DELIVERING A LECTURE AT THE UNIVERSITY OF MICHIGAN**

15/06/2017



# HONORARY AWARDS

- Independence Golden Jubilee Medal
- Honorary Professor of Belgorod State Technological University
- Uganda Society of Architects for Promotion of the Architectural Profession
- Vice Chancellor, Mak for Resource Mobilisation
- College of Engineering, Design, Art and Technology for Exemplary Leadership
- Department of Architecture for Exemplary Leadership



# HONORARY AWARDS



**AFTER RECEIVING THE INDEPENDENCE GOLDEN JUBILEE MEDAL**

15/06/2017



# HONORARY AWARDS



**RECEIVING THE CERTIFICATE FOR HONORARY PROFESSORSHIP OF  
15/06/2017 BELGOROD STATE TECHNOLOGICAL UNIVERSITY**



# PROFESSIONAL ORGANISATIONS

- Chairman, Architects Registration Board (ARB)
- President, Uganda Society Of Architects (USA)
- Chairman, Pan-African Competitiveness Institute (PACF)
- Vice Chairman, Board of Trustees, Uganda Society of Architects
- Vice Chairman, College of Fellows, Uganda Society of Architects
- Board Member, The Competitiveness Institute (TCI)
- Member, Commonwealth Association of Architects Executive Committee
- Member, International Union of Architects Board of Practice
- Member, Board Of Trustees, East African Institute Of Architects (EAIA)
- Board Member And Chairman Policy Advisory Committee, The



# BUSINESS ORGANISATIONS

- Member, Board of Directors, Barclays Bank
- Board Chairman, Technology Consults Ltd (TECO)
- Trustee, Uganda Gatsby Trust (UGT)
- Chairman Gatsby Uganda Ltd.



# PROFESSIONAL CONSULTANCY, MAJOR PROJECTS

- New Master Plan for Makerere University
- Master Plan for Busitema University Main Campus
- Master Plan for Mbarara University Kihumuro Campus
- Headquarters Building for Centenary Bank (Project Management)
- Extension to Mak Library
- New Building for CEDAT
- New Buildings for COCIS
- New Buildings for MUST, Kihumuro Campus
- Gulu Main Market
- Renovation of Soroti and Jinja Hospitals
- Golf Lane Hotel, Masaka



# PROFESSIONAL CONSULTANCY, PICTORIAL



15/06/2017

# CAREER PATH

- 2013 – To Date: Professor
- 2006 – 2013: Associate Professor
- 1996 – 2006: Senior Lecturer
- 1989 – 1996: Lecturer



# MAK

## VISION, MISSION AND CORE VALUES

**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:** Allegiance to the institution, Integrity, Customer responsiveness, Professionalism, Openness to diversity



# BACKGROUND INFORMATION

## ABOUT MAK

- One of the oldest and largest modern universities in Africa (founded in 1922)
- Accounts for 60% of all university enrolment in Uganda
- 90% Of Graduate Training
- 80% of Professional Degree Enrolment
- 36,000 Students (1,500 graduate)
- 4000 staff (1500 academic)
- Largest research institution in Uganda (a for 90% of research publications)
- Ranked No. 2 in Research in Africa
- Annual Budget:

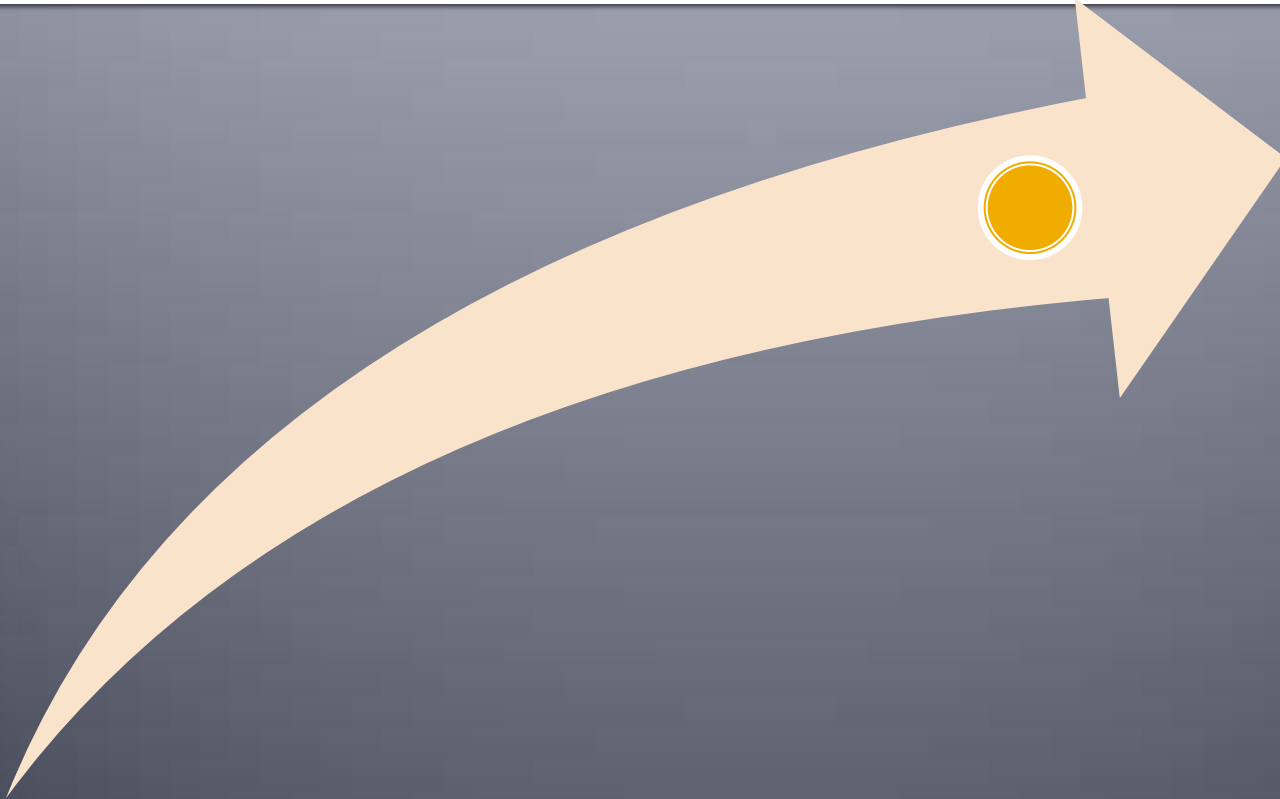


# BACKGROUND INFORMATION

- More than 250 degree programmes
- 10 Colleges and 1 stand-alone School
- 8 Directorates (GMD, HRD, QAD, PDD, DRGT, INVESTMENT, FINANCE, EWD)
- 300,000 LIVING ALUMNI
- 140,000 SQ.M. OF TEACHING SPACE



# RECAP OF MAK STRATEGIC PLAN 2008-2018



15/06/2017





# ENHANCING ACCESS OPPORTUNITIES

OBJECTIVE	STRATEGY	SUCCESS INDICATORS	STATUS
Flexible Teaching And Learning Programmes	Mainstream ODeL	Number of programmes using ODeL	Only 4 Programmes using ODeL
	Institutionalise enrolment planning		Not yet implemented
Established Satellite Centres/Branch Campuses	at least three satellite centres off shores/ and two onshore branch campuses	Number of students at branch campuses	One Branch campus
graduate students to 30% of total enrolment	Strengthen graduate training and research	Ratio of undergraduate to graduate students	Currently graduate enrolment 16% of total

# INTERNATIONALISATION



# IMPROVING RELEVANCE AND QUALITY OF TEACHING AND LEARNING



OBJECTIVE	STRATEGY	SUCCESS INDICATORS	STATUS
Review academic programs for relevance and duplication	strategic linkages with professional bodies, other stakeholders	% of employers who highly rank Makerere University Graduates	Internship done by all 2 <sup>nd</sup> year students. Tracer study done for CHUSS
	Streamline and rationalise programmes	No. of programmes rationalised	No. of UG programmes reduced from 400 to 160
quality of instructional facilities and materials	lecture rooms and laboratories with modern facilities	No. of labs equipped	Labs in 3 colleges re-equipped
learner centred pedagogy and andragogy	learner centred pedagogy and andragogy skills	Number of staff trained	Pedagogical training in 3 colleges

# MODERNISATION OF LABS



# AN ENABLING ENVIRONMENT FOR PUBLIC AND PRIVATE SECTOR INTERFACE



OBJECTIVE	STRATEGY	SUCCESS INDICATORS	STATUS
Increase public, private sector participation	Involve them in curricula development	Number of scholarships by the private	Link with the private sector still weak. MUPSF Revived
	Network with public, private institutions	No. of projects with the private sector	Limited number of projects
Increased joint research, technology innovation and transfer initiatives	Create research and technology innovation and business incubation centres	Number of business and technology innovation incubation centres	CEDAT +CAES under the Presidential Initiatives

# FRAMEWORK FOR ASSESSMENT AND UTILISATION OF UNIVERSITY PRODUCTS



OBJECTIVE	STRATEGY	SUCCESS INDICATORS	STATUS
To establish a partnership for the public, private sector utilisation of the University competencies	Involve stakeholder participation in the university policy agenda	No. of MoUs signed with private sector	MoUs signed with Police, UPDF and 3 Ministries
	Create a resource-pool of University expertise for the public, private sector to utilise	Number of experts registered	Resource pool not harmonised as institutional capacity to address key national challenges

# ENHANCING PPP



## NGO Forum donates Shs12 million to MAK students for research

The Acting Principal, College of Humanities and Social Sciences, Prof. Oswald Ndoleriire (C), the Executive Director of the Uganda National NGO Forum, Mr Richard Ssewakiryanga (4th L), the Acting Deputy Principal, CHUSS, Prof. Edward Kirumira (3rd L), and the Head of the Department of Political Science and Public Administration, Dr S.K. Ssimba (R) with some of the beneficiaries after the handover ceremony.



# IMPROVING INFRASTRUCTURE AND PHYSICAL ENVIRONMENT



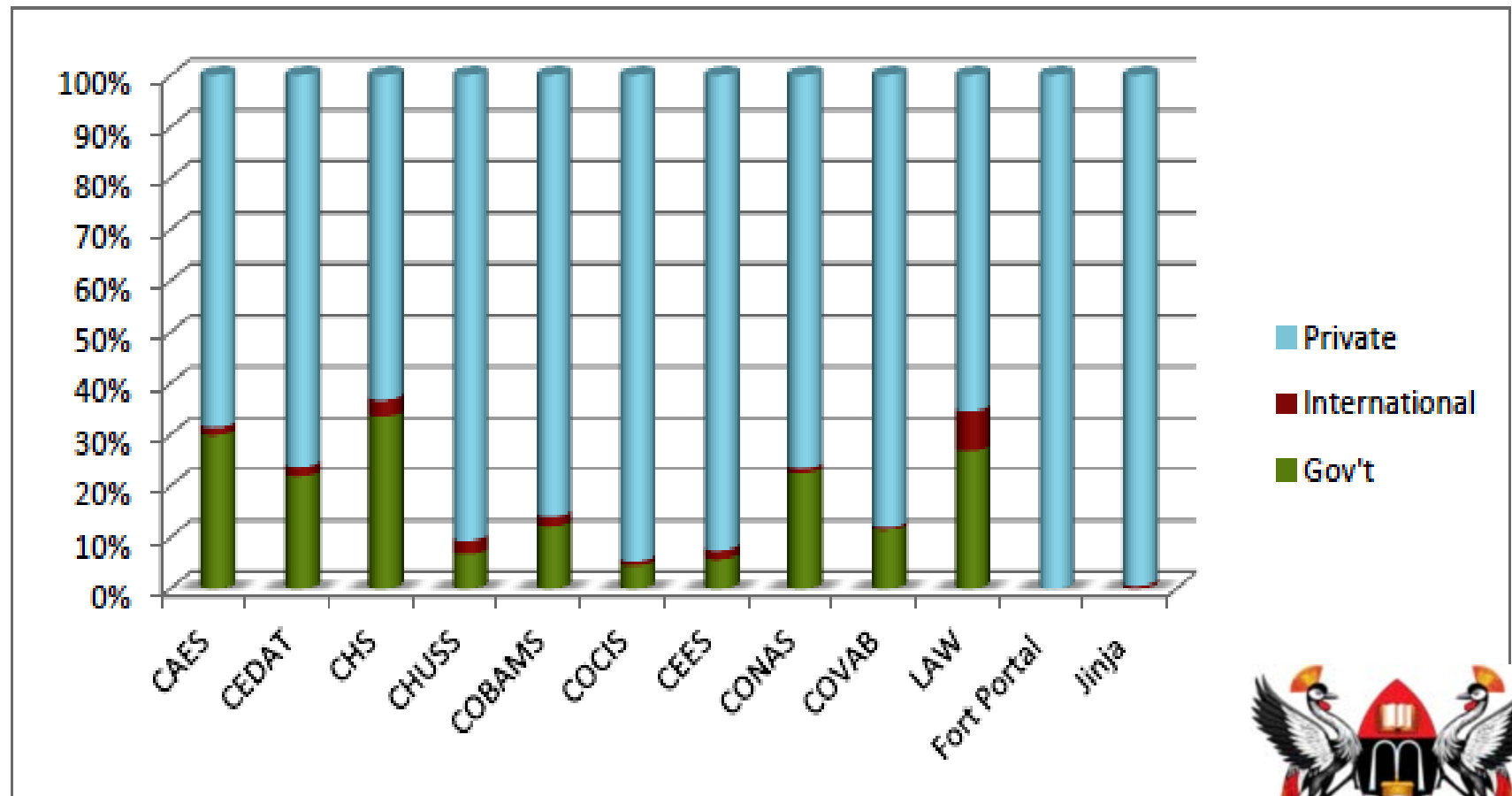
OBJECTIVE	STRATEGY	SUCCESS INDICATORS	STATUS
To improve efficiency and effectiveness in the management of physical resources	Review Master Plan	New Master Plan	Master Plan completed
	Guidelines for funds utilization		No guidelines
	Maintenance plan	Maintenance plan in place	No Maintenance Plan
	Information system	Operational data base	No data base
To increase lecture space by 20,000 sq.m	Construct new modern academic bldgs	New Buildings erected	24,000 sq.m. added since 2008
To preserve cultural,historical monuments	Master and Maintenance plans	No. of monuments preserved	Monuments identified on Master Plan

# Bench-marking – Professorial Salaries

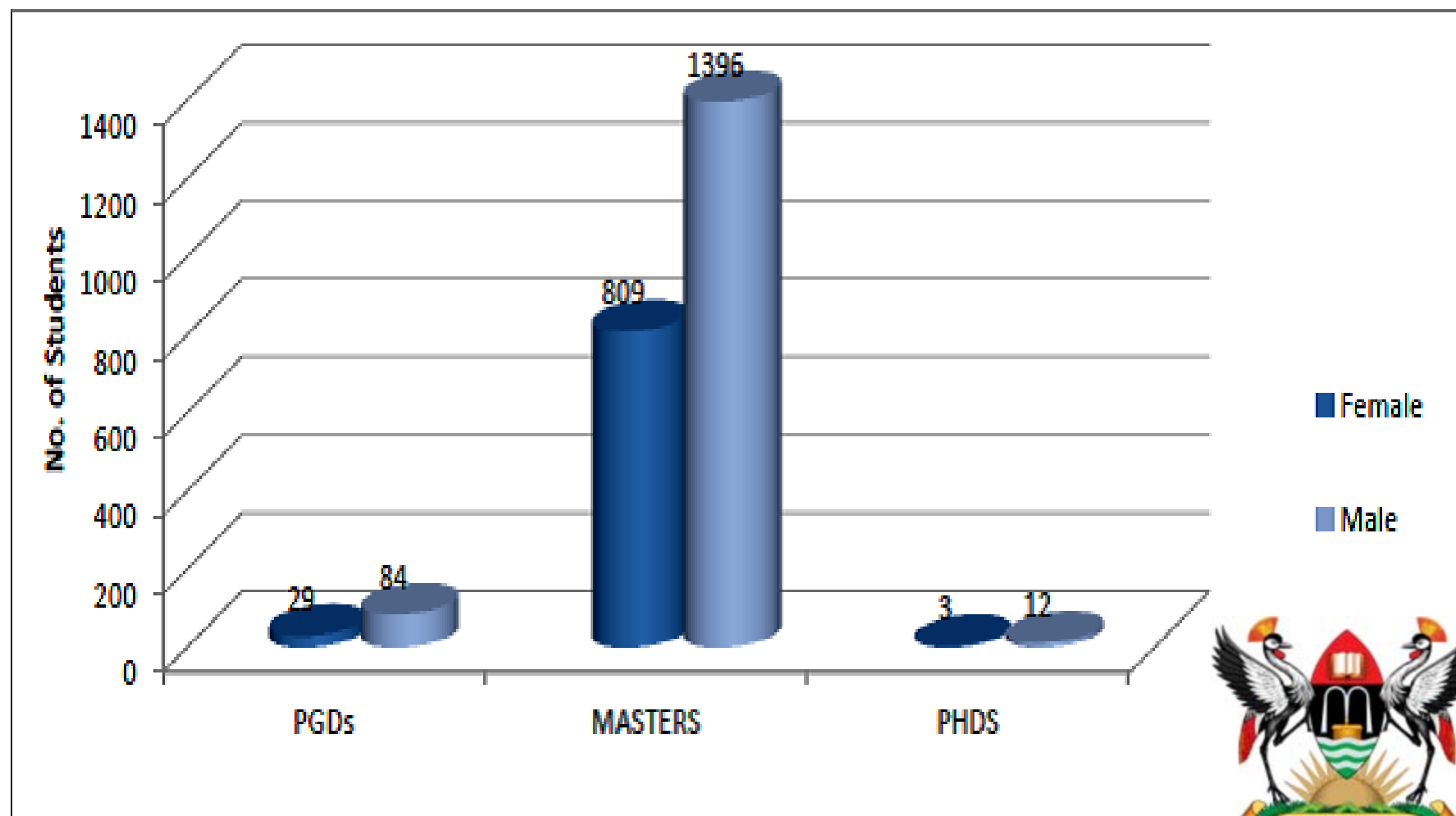
UNIVERSITY	SALARY EQUIV. IN UGX	HOUSING ALLOWANCE, UGX
UNIVERSITY OF DAR ES SALAAM	8,000,000	4,000,000
UNIVERSITY OF NAIROBI	6,000,000	8,000,000
NATIONAL UNIVERSITY OF RWANDA	5,000,000	N/A
<b>MAKERERE UNIVERSITY</b>	<b>7,000,000</b>	<b>250,000</b>



# Admission Statistics By Sponsorship Category



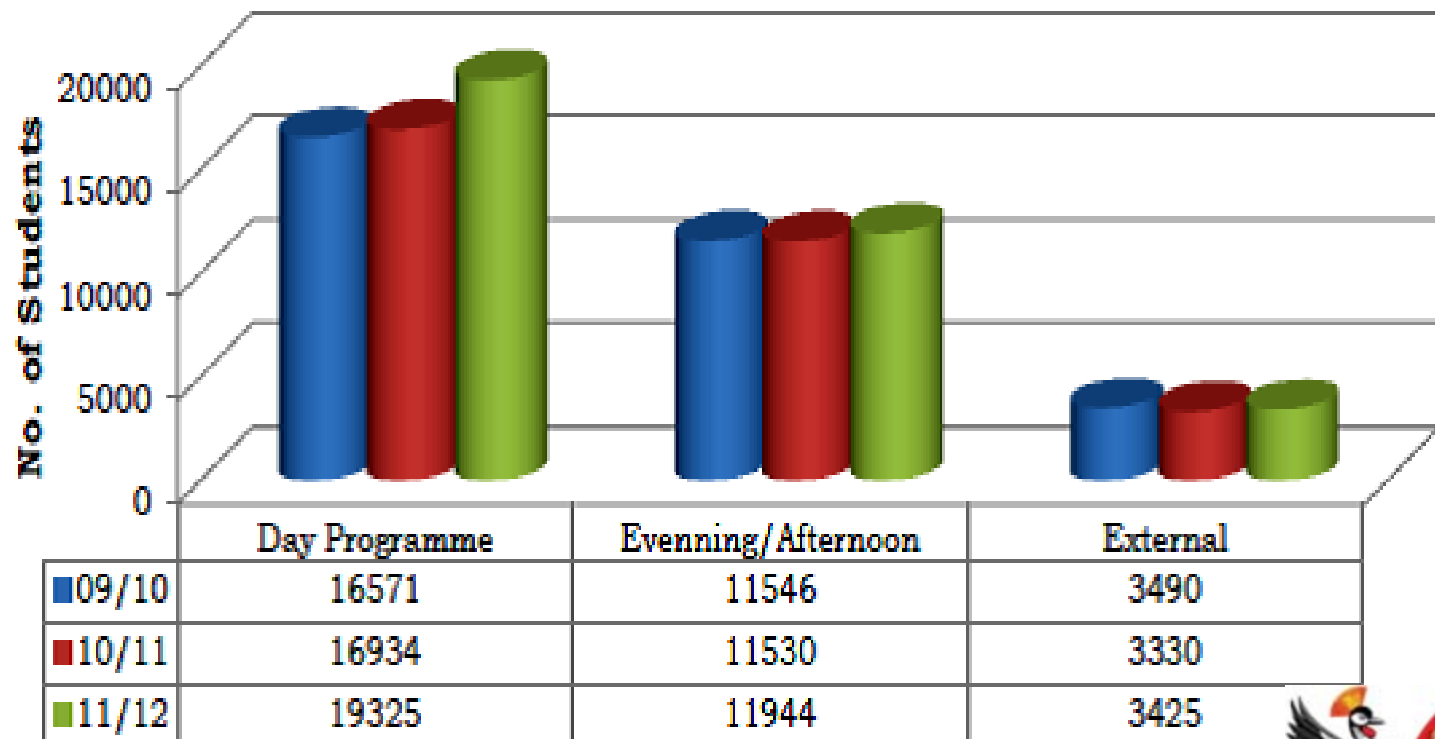
# Graduate Admissions by Programme type and Gender



Source: Directorate of Research and Graduate Training 2012



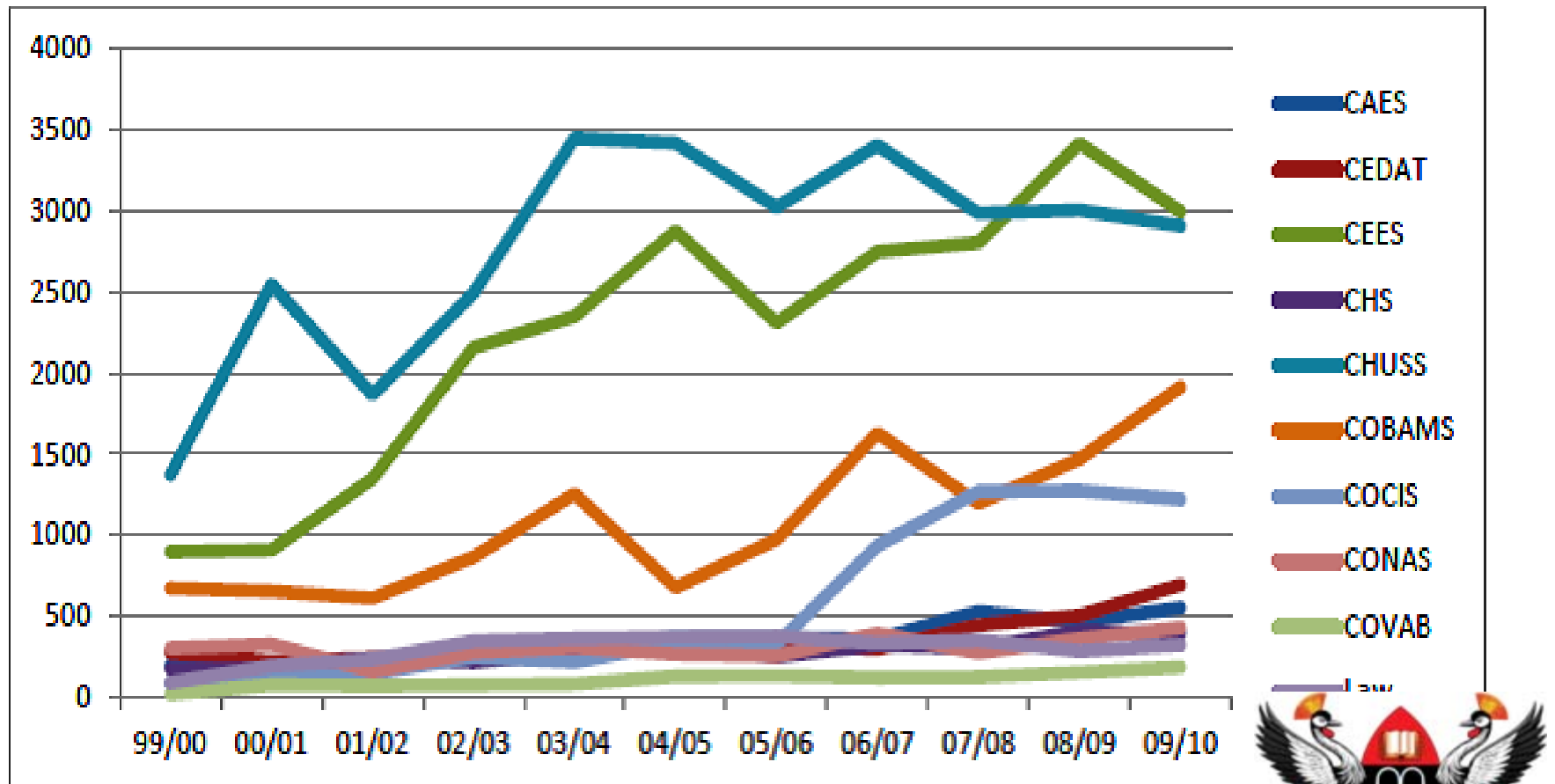
# Undergraduate Registration Trends By Mode of Study



Source: Academic Records Information System (ARIS)



# Graduation Trends

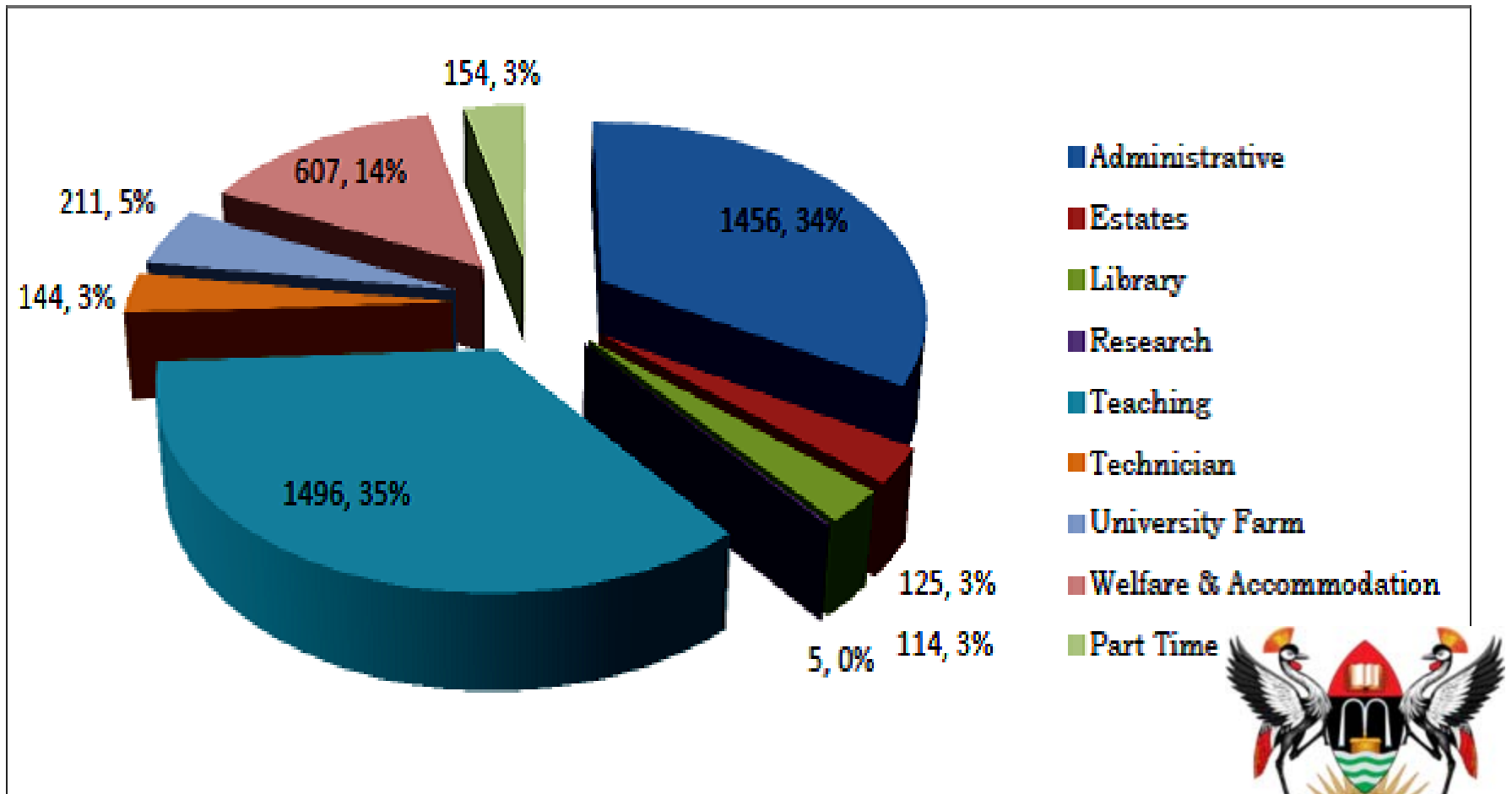


Source: Graduation Booklets

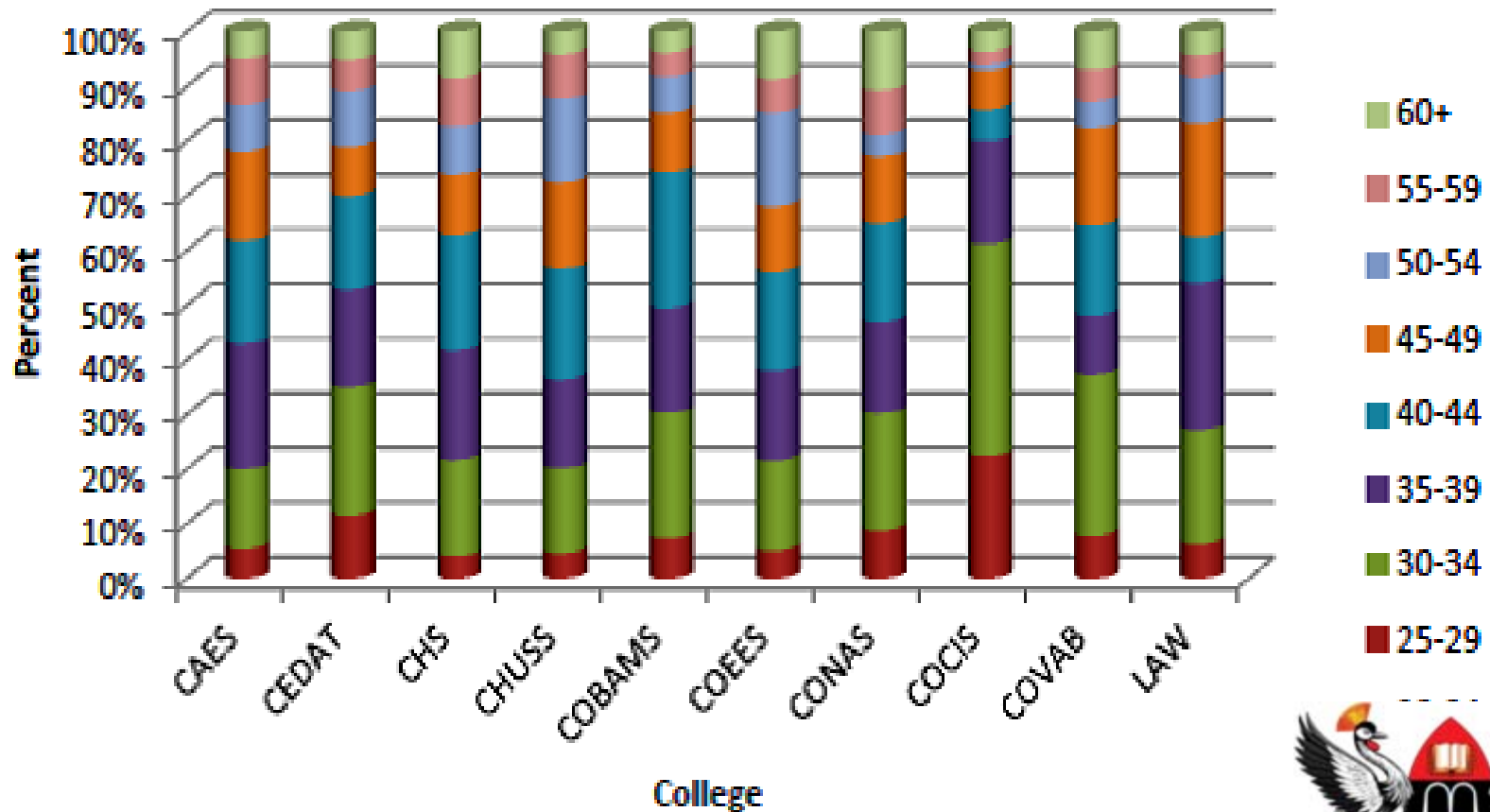
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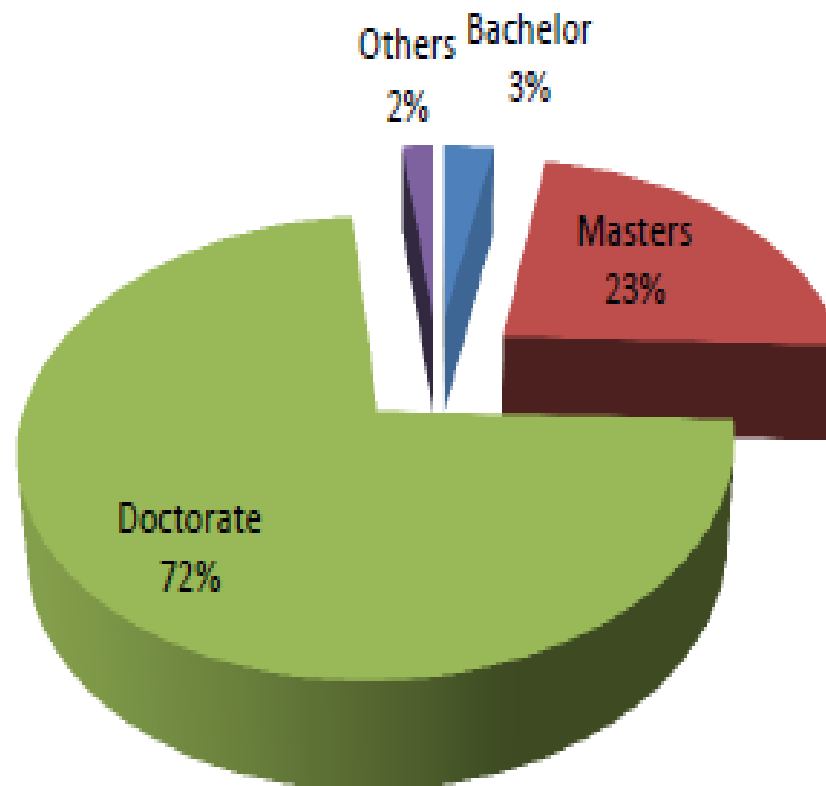
# Staff Distribution By Category



# Age Range Of Academic Staff By College



# Staff Development by Degree Level



Source Human Resources Database



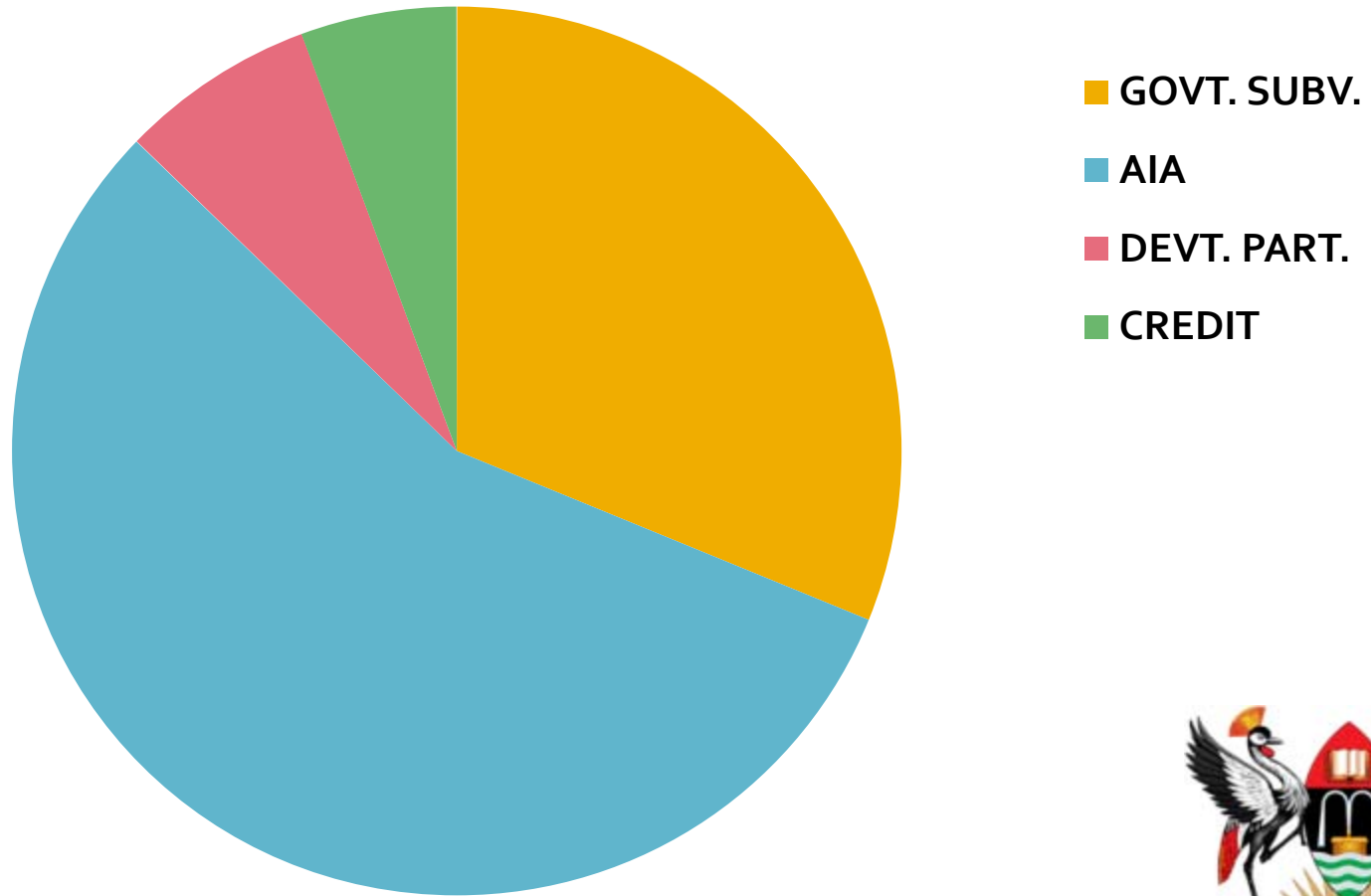
# Teaching Space By College



College	Undergraduate Students	Graduate Students	Total Students	Space M <sup>2</sup>	Lab space	Space Ratio per Student
Agric. & Env. Sciences	1487	210	1697	1653	2976	2.73
Computing & Inform science	5181	192	5373	3355		0.62
Business & Mgt science	6104	366	6470	1399		0.22
Humanities & Soc. Sciences	8212	465	8677	2504		0.29
Natural Sciences	1081	44	1125	1273	3470	4.22
Eng. Design Art & Technology	3013	69	3082	2790	1817	1.49
Education & External Studies	6406	73	6479	1687	159	0.28
School of Law	1214	23	1237	1065	1032	1.70
Vet. Med. Animal Resources & Bio-Security	536	34	570	479		0.84
Health Sciences	1132	347	1479	575	1760	1.58
Fort -Portal Campus	54	0	54			0.00
Jinja Campus	274	0	274			0.00
Total	34694	1823	36517	16780	11214	0.77

Source Estates and Works Department June 2012

# Revenue By Funding Source, 2015/16



# SWOT ANALYSIS



# STRENGTHS

- Brand Name and Great History
- High Quality Academic Staff (PhDs)
- A very dedicated Makerere staff
- Top Quality Student Body
- State of the Art Infrastructure
- Strategic national and regional location



# WEAKNESSES

- Inadequate Motivation Of Staff
- Frequent Strikes by Students and Staff
- Amorphous Administrative Structure
- Undesirable high staff/student Ratios in some units



# OPPORTUNITIES

- The Growing Secondary School population
- The hunger for tertiary education in Uganda and the Region
- Development partners who still believe in Makerere
- The growing confidence of Government in Makerere's capability
- Distinguished alumni
- Uganda's dynamic economy
- The increasing number of universities
- Enormous land resource
- Huge interest by international institutions



# THREATS

- The increasing number of universities
- Political Interference
- Negative Forces of Globalisation
- Land Grabbing



# LOOKING AHEAD



# QUOTE FROM LETTER APPOINTING VISITATION COMMITTEE TO MAKERERE

- “As you know, the nearly 40 million people of Uganda, are part of the presently 1.25 billion people of Africa. The African people have had a lot of problems in the last 2500 years. Without going into details, the African people have suffered from external invasions, slave trade, colonization and marginalization”.
- “They should, of course, also study the goings on, past and present, in the wider world, but never forgetting to focus on the problems of Africa and its constituent parts”.

# QUOTES ABOUT MODERN UNIVERSITIES

**“Universities are the cathedrals of the modern age. They shouldn't have to justify their existence by utilitarian criteria”.**

*David Lodge*

**“The universities of the 21st century are going to be the smokestacks of the century”.**

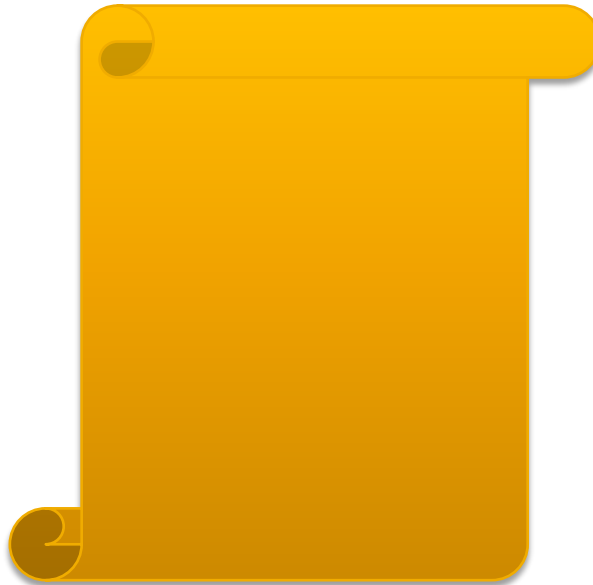
*Gordon Gee*

# VISION FOR A 21<sup>ST</sup> CENTURY Mak

- A **well-motivated, skillful, resourceful** and vibrant staff
- A **satisfied and focussed** student community
- A modern **research-led** and innovative institution
- Africa's centre of **academic excellence**
- Dynamic research and **knowledge transfer partnerships**
- The point of first call for **Policy Formulation and Advice**
- **Technologically advanced** infrastructure
- A **Gender mainstreamed** institution
- A University with a **National and International Identity** in the time of **Globalization**.



# MY BUSINESS PLAN/STRATEGY



# GOVERNANCE

- **Revive and revamp all Governance Structures**
- **Complete Administrative Re-structuring**
- **Full Operationalisation of College Statute**
- **Participatory and Consultative Decision-making by all Stakeholders, including students**
- **Publicise and Operationalise Existing Policies beginning with the Makerere Community**



# GOVERNANCE

- Operationalise Gender Mainstreaming Policy
- Develop and Implement Gender Mainstreaming Plan
- Monitor Gender Terrain Regularly
- Operationalise Quality Assurance Manual
- Improve Staffing of QAD
- Train Staff of QAD
- Decentralise key elements of QA to Colleges and Units



# ADMINISTRATIVE REFORM

- Procure and Operationalise an Integrated Management Information System
- Automation of all Management Functions (ARIS, FINIS, HURIS)
- Annual Work Plans and Reports by Management to Council
- Quarterly Management Reports to Council
- Monthly Reports by Administrative Units to Management
- Six-monthly Reports by Principals to the Vice Chancellor



# ACADEMIC REFORMS

- Devolve ALL Academic processes, including **TRANSCRIPTS** to Colleges (lecturers to enter own marks)
- Institute Centralised Marking Where Appropriate And Enforce Deadlines On Marking
- Operationalise Learner-centred Pedagogy
- Operationalise ODEL Centre
- Roll Out ODEL to ALL Colleges
- Review External Examination
- Implement Harmonised Programmes
- Entrepreneurship as a Cross-Cutting Course



# RESEARCH AND INNOVATION

- Introduce executive Masters Programmes Across All Disciplines
- Increase Graduate Student Enrolment to 30%
- Operationalise Policy on Publication by Graduate Students
- Operationalisation of Mak Publishing House
- Establish Peer Reviewed Journals in all colleges
- Establish Research Grant offices in **ALL** Colleges
- Operationalise Innovations and Patent Office
- Establish Central Business Incubation Centre
- Establish Science Parks and demo farms (Agrostudies
- Establish Think Tanks
- Liaise With Ministry Of S&T To Leverage Innovation Fund



# KNOWLEDGE TRANSFER PARTNERSHIPS

- Revive Makerere University Private Sector Forum (MUPSF)
- Increase University-Industry Linkages
- Institute Open Days in all Colleges
- Sign MoUs with Local Governments for Internship Placement of Students



# RESOURCE MOBILISATION AND FINANCIAL SUSTAINABILITY

- Top Level Engagement with Government
- Establish Government Liaison Unit in the Office of the VC
- Lobby for a Special Status for Mak as a Research University
- Lobby for Govt take-over of entire wage bill
- Establish Office for Institutional Advancement
- Establish Research Grant Offices Centrally and at Colleges
- Cultivate Confidence among Existing Donors
- Identify and Reach Out to new Donors
- Actively Engage the Alumni



# RESOURCE MOBILISATION AND FINANCIAL SUSTAINABILITY

- Implement Infrastructure “Marshall” Plan for Makerere University
- Effectively Address the Issue of Retirees, many of whom occupy University Houses
- Invest on University Lands through PPP
- Establish University Teaching Hospital
- Build University Business Centre
- Promote Endowment Chairs
- Establish Consultancy Units at All Colleges (eg



# FINANCIAL MANAGEMENT DISCIPLINE

- Operational Plans Guided by the Strategic Plan
- Participatory Budgeting
- Strict Monitoring of Budget Performance
- Financial Information System in Place
- Strengthen MURSU and Finance Department
- Frugal Management of Resources
- Devolution of Financial Powers to Colleges, Schools and Units
- Publication of Annual Financial Statements to All stakeholders on the Intranet and In The Mass Media



# STAFF WELFARE AND RETENTION

- Continue Lobbying for Salary Enhancement
- Operationalisation of Health Insurance Scheme
- Institute Housing Support
- Induction and Mentorship
- Conducive Working Environment
- Retirement Planning and Support (particularly for persons with disability)
- Institute Staff Recognition
- Financial Support Systems (SACCOS/Bank)
- Continued Professional Development
- Establish Think Tanks for Retired academics
- Staff Development Programmes
- Promotion of administrative and support staff



# STUDENT AFFAIRS/WELFARE

- Institutionalised Regular Consultative Meetings with Guild Leadership
- Full Orientation Programme
- Career Guidance and Counselling Services
- Local and International Mentoring (e.g. CFK)
- Modernisation of University Hospital
- Improve Sanitation in Halls and Academic Buildings
- Re-train Staff in Improve Customer care at all Stations
- Prompt investigation of missing marks
- Advice on Housing
- Establish Employment Advisory Office



# NEED FOR A HOLISTIC STUDENT EXPERIENCE

- “Study without desire spoils the memory, and it retains nothing that it takes in.”  
— Leonardo da Vinci












# INFRASTRUCTURE EXPANSION AND SPACE UTILISATION

- Centralised Time-tabling
- Costed Infrastructure Development and Improvement Plan
- Establish Dynamic Asset Register



# IMPLEMENTATION SCHEDULE



Target	Timeline																Indicative Cost (UGX,M)	Source of Funding
	Year 1				Year 2				Year 3				Year 4					
Admin. Re-structuring																	100	Mak
Administrative Reform																	200	Mak, Sida
Academic Reforms																	300	Mak, Sida
Executive Masters																	100	Mak
Peer Reviewed Journals																	400	Mak, Sida
Grad. Students Publications																	100	Mak, Donors
Grants Offices																	500	Mak, Govt
Internship Reform																	200	Mak, Govt
Think Tanks																	400	Mak, Govt
Infrast. Development Plan																	100	Mak
Full Operationalisation Of Colleges																	1000	Mak

# CONCLUSION

- Makerere is a great institution by any standards
- Makerere indeed has great potential which only needs unlocking
- Makerere Needs All of Us
- TOGETHER We Will Lift Makerere from Sleep and RAISE her to greater heights



# QUALITIES OF A VC

- **Team Builder**
- **Stakeholder Assembler**
- **International Connectivity**
- **Networking Skills**
- **Bridge Maker**
- **Good Inter-personal Skills**
- **Total Allegiance To The University**



# QUALITIES OF A VC

- Knowledge Of The University And Her Systems
- Strategic Thinking And Planning
- Relevant Capability
- Dependability
- Accessibility
- Availability



# MY SOLEMN PROMISE

I am set and prepared to whole-heartedly occupy the Office of the VC to collectively lead this great Institution, with a **personal belief**, that by pulling **TOGETHER** and working hard to serve and deliver a Makerere Objective, with COMPLETE passion, will, commitment, determination and resolve **TOGETHER**, there is NO LIMIT to what we can achieve for Makerere University, Uganda and Africa **TOGETHER**.



# ***Thank You!***

