



MAKERERE UNIVERSITY

Public Presentation for the Position of Vice Chancellor of Makerere University

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About Me..

Venansius Baryamureeba, Professor of Comp Sci.

Over 14 years of Senior Management experience

- Vice Chancellor (Mak), Vice Chancellor (UTAMU)
- Chairperson MUBS Council & SAIU Council
- Chairperson UBTEB & UTAMU Board of Trustees
- Chairperson: Mak Senate, UTAMU Senate, UVCF, RENU, IUCEA, RUFORUM, COMESA Innovation Council
- Member: Mak Council, UTAMU Council, MUST Senate, Busitema Senate, NCHE, UNEB, AICAD etc



What drives me..

- **Nationalism and Pan-Africanism**
- Building for the Future; Looking beyond today!
- Ambition, Charisma, Passion towards education
- Allegiance to my alma mater (Makerere University)
- Institutional Development & Growth
- Building and enhancing synergies
- Making relevant impact and empowering others

A job is not something you hold down. It does not serve to work if you don't work to serve.



Vision, Mission and Core Values

- **Mandate- Sec. 24 of UOTIA 2001 as amended**
- **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 and Openness to diversity.



Mak Univ Strategic Pillars

Teaching &
Learning

Research &
Innovations

Knowledge
Transfer Part
& Networking

Quality Assurance

Gender Mainstreaming

Internationalization

Human
Res

Lib
Services

ICT

Phy Infras
&
Planning

Organ
& Mgt

Res
Mob &
Invest

Fin
Mgt

Staff &
Student
Social
Services



SERVICE DELIVERY

- Implement a fully-fledged semesterised system
- Run day, evening, distance, **weekend, block release** programs
- ICT-enabled service delivery incl. e-learning
- Full automation of University Library
- Ensure efficient and effective access to university services
- Ensure Mak services are ISO 9001 Certified
- Ensure service level agreements
- Establish Makerere University customer service charter
- Establish service appraisal mechanisms

TEACHING AND LEARNING



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- Refurbish, upgrade and setup new teaching and learning infrastructure
- Increase teaching and instructional materials budget every year until it reaches 20% of the total University budget.
- Periodically review academic programmes
- Mainstreaming open, distance, e-learning, m-learning, tele-education approaches in academic programmes
- Conduct regular refresher courses in learner centered pedagogy and andragogy methods and e-learning for staff.
- Increase proportion of grad students to 30% of total enrollment

RESEARCH AND INNOVATIONS



MAKERERE UNIVERSITY

- A University/ College research & innovations agenda by 2018
- Mak research and innovations dissemination strategy by 2018
- Annual University/college research and innovations awards
- Each college hosts an international journal, an annual international conference, and annual open day by 2018
- Improve the research environment, coord. and management
- A fully functional grants office in each college by 2018
- University wide Research Centers/ institutes established for inter-disciplinary (research) engagements
- Operationalise Institutional review boards in all colleges



Fully Operationalise Colleges

- Entrench the original 10 Constituent Colleges
- Devolve the academic, financial, admin, and **HR** affairs to colleges as per college statute
- Agree on revenue sharing model (%) e.g. 50% of tuition, research overheads, service fees remains at colleges; Provide equalization grants to dry units e.g. those with little AIA
- Fully operationalize a college grants office
- Strengthen Systems and structures at colleges

CURRENT FINANCIAL PERFORMANCE

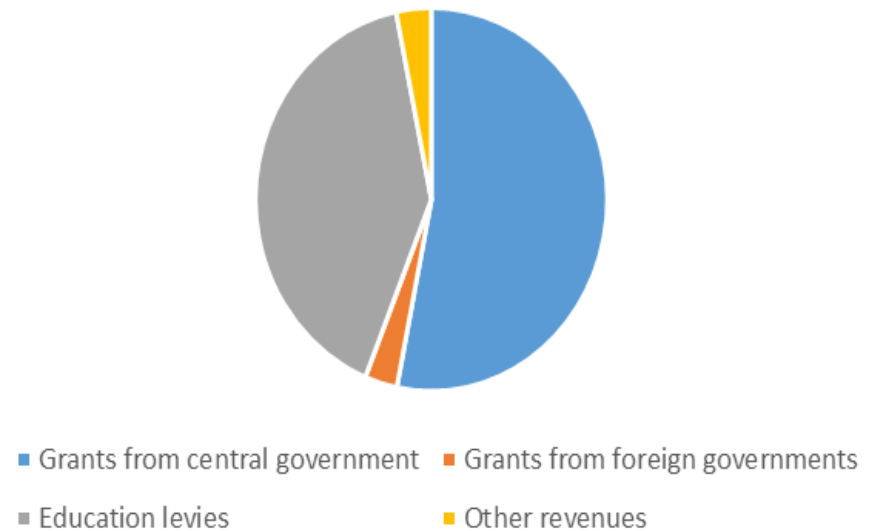
Financial year ended June 2016



MAKERERE UNIVERSITY

- No revenue was obtained from investments
- Only about UGX 2.5bn from short courses, a potential cash cow at every college
- Revenue from only 79 non-bilateral grants: Another potential area for improvement and positive exploitation
- A general underperformance in revenue collection as observed by the Auditor General. This affects the ability of the university to implement its approved work plans
- Key focus for me
How to increase revenues?

Total Revenue that was available to Mak



Source: Financial statements for Mak for financial year ended 30/6/2016

CURRENT FINANCIAL PERFORMANCE

Financial year ended June 2016



MAKERERE UNIVERSITY

- Several revenue shortfalls and over expenditures as seen in the statements
 - Need to strengthen the budget formulation process for more accurate projections in revenue and expenditure; right from college level and other cost centres
- 62.2% of total expenditure is on Employee costs
- A need to prioritize expenditure to focus on developmental expenditure as well

- Key focus for me
How do we minimize, prioritise and control expenditure? How do we diversify revenue sources and increase revenue?

Expenditure Performance



- Employee costs
- Goods and services consumed
- Consumption of property, plant and equipment
- Transfers to other organisations
- Social benefits

Source: Financial statements for Mak for financial year ended 30/6/2016

IMPROVING THE MAK FINANCIAL POSITION IN THE NEXT FIVE YEARS



MAKERERE UNIVERSITY

- Increase university revenue by 25% for every year I am in office
 - Implement the investment strategy of the University
 - Develop Mak idle land for commercial and education purposes
 - Fully operationalize Makerere University Holding Company/ Endow F
 - Increase enrollment on short courses and academic programmes
 - Mak open campus: e-learning & distance: 100,000 students by 2022
 - Mak weekend/ block release programmes: 50,000 students by 2022
 - Internationalisation: Joint degrees; joint projects/ programs
 - Adopt Open Financial Governance, quarterly reporting accessible online
 - Establish budget performance monitoring & evaluation structures & Systems – Tighten financial controls. Accountability is key!

IMPROVING THE MAK FINANCIAL POSITION IN THE NEXT FIVE YEARS



MAKERERE UNIVERSITY

- 25% revenue increase for every year I am in office
 - Business Process Re—engineering: Time to take advantage of technological replacement models, so as to precipitate an efficient and effective human capital compliment.
 - An independent HR audit will be done to right size HR requirements in all units. Efficiency is key!
 - Optimise use of ICT: e.g. implement paperless offices/boards at Mak
 - Continue to outsource non-core functions
 - Diversifying the Mak revenue source base from student fees and government subvention to include: Investment income; Research Overheads; Consultancy fees; Service fees; Gifts, Donations etc.
 - Lobby government for increased government subvention



Promoting Strategic Partnerships

- Improve relationship with Govt:MOES, MoPED
- Engage parliament: Budget & Edn Committees
- Lobby for a gov't policy to pay for every PhD completion & research publication produced
- Put in place MOUs/ agreements with strategic partners e.g. KCCA Training centres -health sci.



Promoting Strategic Partnerships

- Presidential Science Initiatives Ongoing...
- In Partnership with government establish:
 - National Remote Sensing Centre: Satellite Ground Station; Data processing laboratories; and Space Academy (\$30M) 2012/13 FY - still pending
 - Military Academy c.f. Stellenbosch, Virginia Tech
 - National Cyber Security Centre
 - National Knowledge & Technologies Centre, etc.



RESOURCE MOBILIZATION & INVESTMENT

- Engage Mak parents, alumni & friends to raise funds
- Link Mak startups with **Industry** and venture capitalists incl. those in silicon valley; at least USD 1 billion of Mak equity/ shares in startups/ companies by 2022
- More grants, more research, more revenue
- Value the various plots of Mak land in prime areas
- Develop Mak land via mortgages, PPP, BOT arrangements etc. & engage services of a property management firm like Knight and Frank



Resource Mobilization & Investment

- Name units, buildings after persons for a preset fee
- Attract high profile alumni:
 - Award Honorary doctorates to high standing academics like Nobel Prize winners
 - Award Honorary doctorates to successful personalities and philanthropists e.g. Bill Gates, Mark Zuckerberg, Walrus Buffet etc.
 - Award Honorary doctorates to activists, eminent politicians e.g. Winnie Mandela, Pres. Obama
- Publicity/Donations/ Will Allocations- game changer

INSTITUTIONAL LEADERSHIP/Mgt



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- Providing effective oversight and supervision while ensuring an efficient and effective working and management environment.
 - Expand Management to include Principals & M3-Directors
 - VC to work through senior and middle level managers
 - VC to ensure performance management is entrenched
 - Establish the balanced score card i.e. 360 appraisal tools
 - Unit Self-assessment reports e.g. Dept/Sch/College/Mak

INFRASTRUCTURAL DEVELOPMENT



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- Infrastructural maintenance/ development to become mandatory budget item with 10% of budget allocations
- Review the Makerere University investment plan
- Strategic infrastructure development to include establishing the College of Health Sciences Teaching Hospital in Katalamwa, the College of Agricultural and Environmental Sciences in Kabanyolo, and The College of Veterinary Medicine, Animal Resources & Bio-Security at Buyana Stock Farm
- Establish more shared infrastructure for Lecture rooms, Labs, seminar rooms like in the ADB V funded buildings
- Commercial buildings on the land in Kololo and Makindye

GENDER MAINSTREAMING, QAULITY ASSURANCE (QA) AND INTERNATIONALISATION



MAKERERE UNIVERSITY

- Emphasise gender based budgeting
- Mainstream gender, QA and internationalisation in all activities and programs of the University
- Establish a mentoring program aimed at gender empowerment & mainstreaming
- Flexible sabbatical programs for women
- Negotiate deliberate scholarships for women

STAFF WELFARE



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- Building the winning team
 - Improve on the working environment incl. offices
 - Implement the Medical Insurance Scheme
 - Implement a staff housing scheme
 - Support efforts for a living wage
 - Equitable promotions (acad, admin, support)
 - Review retirement age for Senior academic staff
 - Plan for capacity building of all categories of staff
 - Establish structures that enhance staff social development

Time to build the winning team not the striking team



Retain Experienced Professionals

- Professors/ Ass. Professors should be given 4 five year contracts up to 80 years; A Mazrui 81
- Senior Lecturers 3 five year contracts up to 75
- Retain high profile professors like former Vice Chancellors, Deputy Vice Chancellors etc. on special terms to raise profile of the University & use them to mobilise grants, donations etc.

STUDENTS' WELFARE



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- Implement a flexible fees payment system
- Continue to improve the internship program
- Revamp student sanitary facilities & halls of residence & construct a student centre
- Continue to improve security in off-campus hostels and on campus (CCTV cameras, perimeter wall)
- Promote student and staff exchange programs
- Put in place affordable accommodation for exchange students and staff



STUDENTS' WELFARE

- Revamp students' sporting facilities with state of the art equipment
- Support students to participate in inter-university games and other games
- Set up Student support systems; Revamp and establish social amenities, facilities, remedial support, career guidance, mentorship to enhance social development of students
- *We must do away with student strikes*



Work in Process: Continuity

- Management's achievements still on ongoing:
 - Perimeter Wall, Holding company, Endowment fund, Renovations--**roads**, Student Centre, Fundraising— **Run for Mak**, Dev'pt of Mak land
 - Security initiatives; installation of CCTV cameras
 - Medical insurance to commence in 2017/18 FY
 - ADB-V negotiated in my regime, implemented in the current regime; Pres. Mwai Kibaki project etc.
- Details shall be in VC Handover report 2017



MY PREVIOUS RECORD IN ACHIEVEMENT...

My Previous Achievements as VC



MAKERERE UNIVERSITY

2009 - 2012

- Resource mobilization
 - Negotiation of ADB V Grant approx. US\$30M
 - Negotiation of MasterCard Foundation grant\$21M
 - Negotiation of IDRC Grant CAD 450,000
 - EuroAfrica-ICT Project, a EU/FP7 608,099 euros
 - National Remote Sensing Facility > US\$ 30M
 - Presidential Initiative Funds for S&T
 - Institutional development funds
 - Provided support to all units to win grants e.g. support letters/ grants negotiation

Previous Achievements as VC

2009 - 2012



MAKERERE UNIVERSITY

- Time management; taking timely decisions
- Restructured Academic Programmes
- Establishment of Constituent Colleges
- Mak Constituent College Statute
- Establishment of up country campuses
- Decentralization of procurement – college contract committees
- Decentralization of communication and PR
- Improved service delivery; transcripts & certificates

Reflecting on my time as VC

2009 - 2012



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Improved Service Delivery



- Students were able to receive transcripts before graduation & certificates on graduation day
- Automated student services like registration and fees payment
- Improved lead time for academic staff promotions

Reflecting on my time as VC

2009 - 2012



MAKERERE UNIVERSITY

Developed Partnerships

- Over 200 MoUs signed since Jan 2010 to August 2012
- Increased research and innovations grants
- Increased partnerships with the private sector
- Increased partnerships with government



Reflecting on my time as VC

2009 - 2012



MAKERERE UNIVERSITY

Improved Mak Visibility

- According to the online research assessment tools, Makerere University was ranked 8th in Africa and 6th in Sub-Saharan Africa in 2012
- Unfortunately this has recently gone down to 17th in 2017 (source: <http://www.4icu.org/top-universities-africa/>)
- Increased peer reviewed journal & book publications during my tenor.



Previous Achievements at Mak as Director/ Dean



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- Institute of Computer Science Bldg –NORAD
- Faculty of Computing and IT – AIA
- Staff Development: Nuffic I, Nuffic II, others
- Curriculum Devpt: Diploma –PhD curricula
- Teaching, Research & Innovation Facilities
- Increased Student enrollment
- Increased income (AIA) and grants
- Partnerships/ collaborations/ Projects
- Grants e.g. Nuffic I, Nuffic II, Tele-education

Reflecting on my Previous Record at Mak



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A short time filled with numerous achievements; There is still more to do for Mak; And I am ready to get it done



Building for the Future is our Responsibility!!



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- Makerere has strategic resources: Its position as an ivory tower, Human Resources etc.
- It is possible to transform Makerere University into a world-class self-sustaining University
- For me, the next 5 years are opening a new chapter in building Makerere University for the future
- So all I am asking for is **“Give me where to stand so that we can build Makerere University together for the Future”** .
- A future we can be proud of. A future that the generations after us will be happy to associate with

10 Mak Ugandan Vice Chancellors

- Yusuf Kironde Lule (1963-1970)
- Francis K Kalimuzo (1970-1971)
- **Asavia Wandira (1972-1975) & (1979-1985)**
- J.S.W. Lutwama (1975-1977)
- **William S Kajubi (1977-1979) & (1990-1993)**
- George B Kirya (1986-1990)
- PJM Ssebuwufu (1992-2004)
- LS Luboobi (2004-2009);
- **V Baryamureeba (2009-2012) & (-----)**
- JS Ddumba (2012-2017); -----(2017-2022)???



Most Important...

- We are all important stakeholders in turning around Makerere
- If chosen as VC, I pledge to work with my competitors because we all bring important issues to the table:
 - Prof.. Nawangwe should serve a 2nd term as DVC FA
 - Prof. Kirumira should serve a 2nd term as Principal
- We must focus on the big issues/ picture
- Commitment and enthusiasm are key
- Join hands with me as “we build for the future” of our Makerere, our alma mater, our ivory tower.
- **“V Baryamureeba will do to Mak what Steve Jobs did to Apple”**
- For God and my country

I Thank You