



# Makerere Leading by Example as We Build for the Future

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# Appreciating the Role of a Vice Chancellor

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- ❑ 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

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- 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

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- 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 21<sup>st</sup> Century

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- 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

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- 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.

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- 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

# 1: Policies Review....

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- ❖ 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

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- 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)

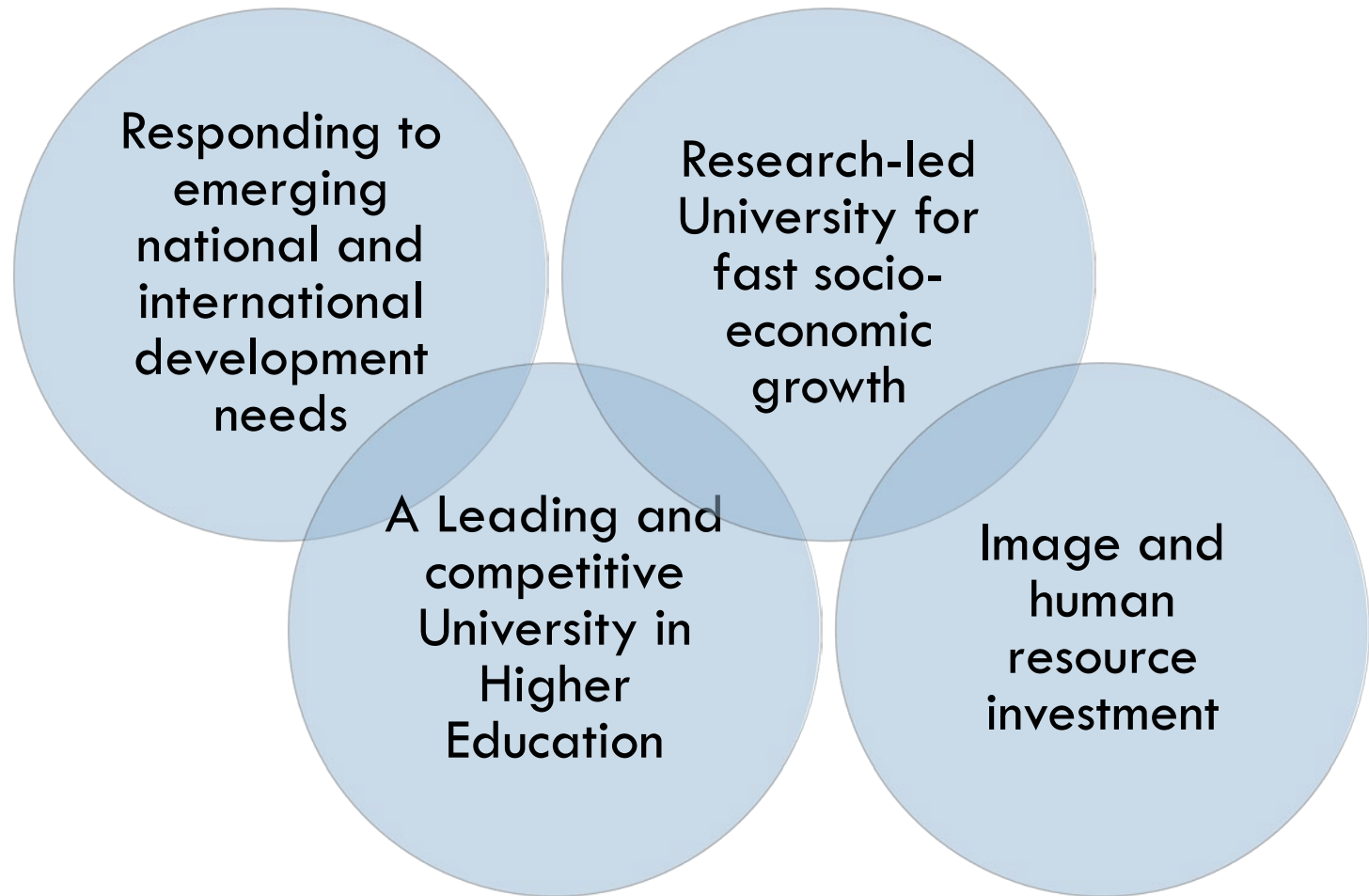
# Ultimate Governance Goal

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- 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

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# 3.: Financial Stability and Academic Excellence

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- 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

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- ❑ 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

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- 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

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- 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

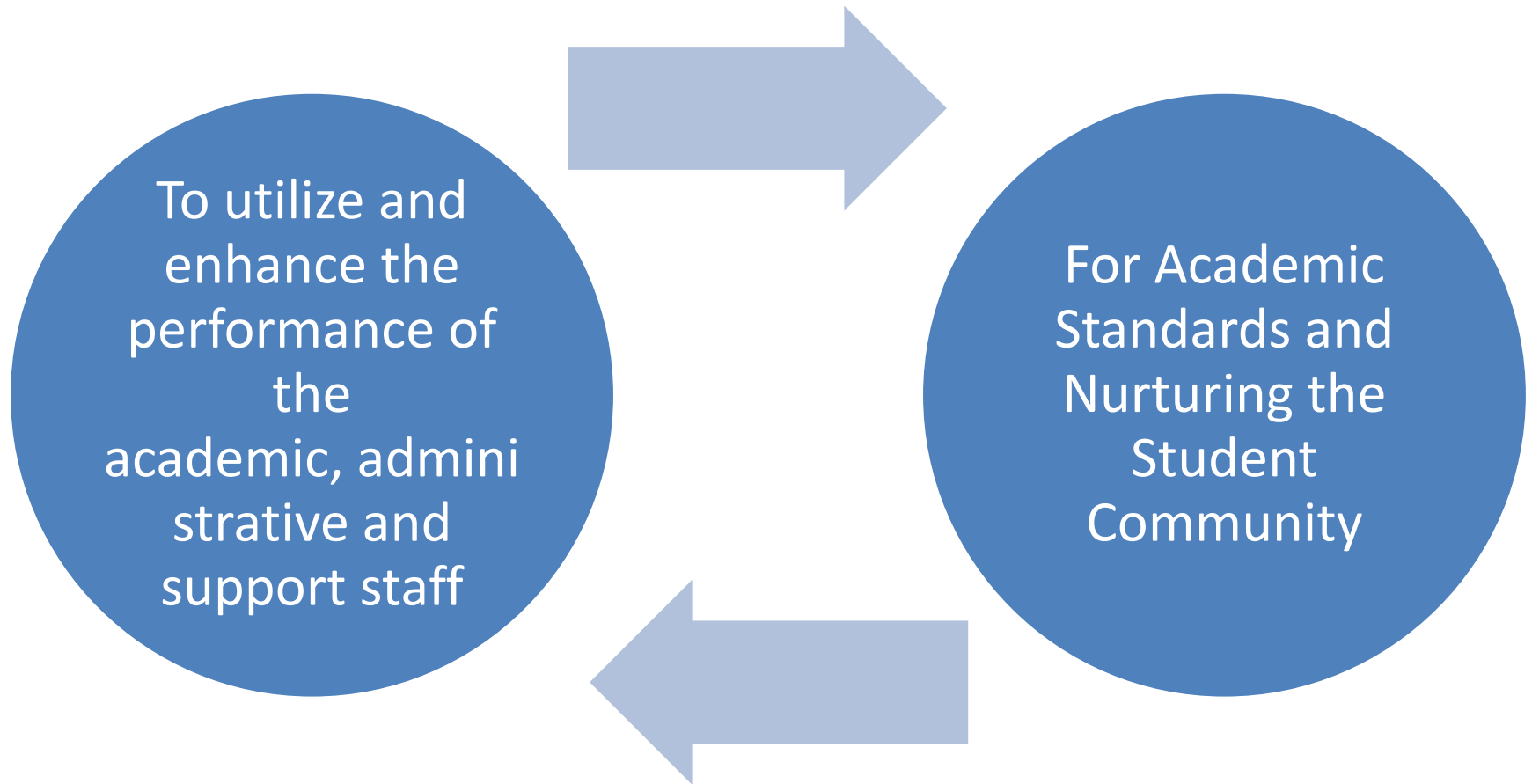
## 3.4: Tuition Fees

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- 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



# 4. Cross-cutting Issues

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- Security of person and property
- Quality assurance and Internationalisation
- Gender Mainstreaming
- Infrastructure investment - soft and hard

# 4.1: Security of Person and Property

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- 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

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- 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

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- 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

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- 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

