

Being “A Contribution”

as

We Build for the Future

William Bazeyo

MB,ChB; M Med(OM); PhD

Presentation for Position of DVC (F and A)

6th November 2018

Relevant Bio data

Qualifications:

1985 MB ChB, @ Makerere University

1992 M Med (OM) @ National University of Singapore

2014 PhD (PH) @ Atlantic International University

Responsibilities:

- 2003 - 2005 Head of Department, DCEH
- 2005 – 2009 Deputy Dean, SPH.
- 2009 – 2017 Dean, SPH
- 2017- date; Ag. DVC (F and A)

• Awards

- 2014- Global Partnership award for Public Health
- 2018- Awarded Gold Jubilee Medal
- 2018- Awarded Country and Regional Winners for Education and Training

Relevant Qualifications and Training for position of DVC (F and A)

1. Authentic Leadership Development (ALD) from Harvard Univ.
2. Strategic Planning Program (USAD/MHS Boston).
3. Health Financing and Health Insurance Certificate (UP, Manila)
4. International Trade and International Dispute Resolution;
5. Medical Practise and Contemporary Labour issues.
6. Grants writing course (Funded by CDC).
7. Planning and Managing Information systems, MSH Boston USA
8. Editors Course, Indian Institute of Business Management (IIBM)
9. International Environment Management Certificate (Dalhousie University, Canada)

To the Management table,

Among many I bring;

1. Professional Manager with Tested Leadership skills
2. Ability to Mobilize Institutional Resources
3. Mobilizer and a negotiator who negotiates until a **YES** is obtained
4. 17 years of University Leadership and regional and international Network Leadership experience
5. Research Grant making skills (for SMALL AND LARGE AMOUNTS)
6. Human resource capacity DEVELOPMENT (Led SPH Faculty growth)
7. Experienced with University systems

Strengths of Makerere University

1. 9 Vibrant Colleges and One Independent School
2. Vast numbers of Undergraduate students >35,000 and > 6000 Graduate students
3. Human capacity source for Other Universities
4. **Good brand name** (ref Visitation Report)
5. Accounts for 70-85% Research products with great potential for influencing policy and livelihoods in Uganda
6. Credibility will both locally and International (Visitation report)

Strengths of Makerere University

7. Strong HR capacity (PhD, Professors, Well qualified support and Admin staff)
8. Physical Assets (Land, Infrastructure, Indoor stadium, Facilities- Estates,)
9. Good will both domestic and International (Government and development Partners)
10. Wide network of well placed Alumni

Financial Challenges

1. Limited diversification of resources/revenue base (Over dependency on Govt subventions and Tuition)
2. Student tuition which is limited (Not Unit Cost)
3. College budgets unable to meet many of the basic operations- Teaching and Cleaning materials
4. Failure to implement the strategic and work plan
5. University debt burden increasing
6. Unconducive teaching, learning environment, and research & Laboratory etc

HR Challenges

1. Understaffed therefore many are extremely overworked
2. Lack of appraisal and performance reward systems
3. Unmotivated (only salaries paid) lack of additional funds especially Units with limited Research funds and very many students hence limited time to mobilize more (common good -Incentive)
4. Because of Restricted recruitment policies of government Makerere has challenges in talent identification, development and retention.
(with own Resources we could retain 1st Class material)
5. Limited/lack of medical/health services to all staff (Health Insurance)

Administrative Challenges

1. Management- Limited Interaction, engagement and Consultative approaches/opportunities with Staff
2. Inadequate support systems for staff – resulting in frustration and reduced work morale (Estates and Security) AIMS, IFMIS, other
3. SECURITY for Students, staff and PROPERTY

Other Challenges

- Students- Poor Learning, Living and social environment, poor facilities for ICT, Fees affordability, Food, Occupancy
- Environment- Generally Unconducive for teaching, office space, Laboratory and research and Innovations spaces
- Colleges NOT yet Colleges in Real sense (Centralization vs Decentralization)
- Insufficiently rolled out Research potential- Indirect Costs, Research/grants management, Research funding, Research Dissemination.

Proposed solutions –Financial-1

Put the university on the path to financial sustainability

1. Building Long term financial sustainability of the University
(strengthen the endowments including tapping into the alumni,
Revamp non academic Units with high potential to contribute to
revenue generation - **Estates, Legal, investments on University land,
holding companies, use of university farms**)
2. Introduce and/or strengthen systems (accountability, decision
making systems)
3. Lobby stakeholders to charge reasonable but manageable fees
(short term)

Proposed solutions –Financial-2

4. Create and strengthen linkages with the public and private sectors to support both students and staff (**internships, staff exchanges, scholarships, research grants/consultancies**)
5. Efficient financial and management system and students' records
Fast track AIMS - admitted, registered and paid up (support proposal for **students to register for the money they have paid**)
6. Negotiate with government to guarantee loans for infrastructural development (security - Univ is here for long and has capacity to raise money)

Administrative solutions

University Structure Strengthening

- Strengthen the College management system
 - participation of Heads of Department and Deans
 - the College General Assembly
- Effectively link the lower level structures with the center. A channel shall be created through which ideas and initiatives from the Units are channeled to the center.
- Consensus building and Conflict resolution at the Unit level by strengthening structures,
- **Security- Clear the Dark and Hiding zones (Plantations), Provide Lighting, Increase Surveillance**

HR solutions

- Improve HR capacity through appraisals, retooling and continuous professional development
- Review Salary/ Remunerations of Makerere University Vs Govt salary Scales (**Establish our own Univ Salary Scales and implement it**)
- Academic, financial and administrative autonomy (push for a review of the College Statue)

Other Suggested Solutions

- Mobilize Resources for Supporting the Unable students (University Scholarship)
- Student Internal competitions for Research grants/funds (RDIF)
- Promote Student admissions (Govt and Private early and same time)
- Establish Student Employment, consulting and advisory services
- Improve the teaching, learning, research and innovation environment (central Time Tables, STI, Lobbying for research grants, Infrastructural dev)
- Streamline student admissions (admit government and private students at the same time and rolling admissions)
- Involve the private sector in supporting infrastructural development and renovation (students hostels)

Implementation capacity**

- The challenges that the university faces are fairly common knowledge to staff, students and stakeholders
- The possible solutions are as well fairly well known
- In any case, there is the strategic plan of the University as well as the annual work plans that spell out a number of these.
- One important issue therefore is identifying a candidate with the pedigree, resource mobilization skills and determination to turn these ideas and opportunities into reality.
- In this regard, I propose to create a desk in the office of the DVC (F&A) to coordinate matters of strategy in order to ensure timely implementation of the University strategy

Possible Sources of Funding (i)

1. Grants from Development partners
2. Investments by Mak through Mak Holding
3. Endowment fund
4. Establishment of Chairs in Units (Unicef Chair at SoL)
5. Alumni and well wishers- (Rewards)
6. Naming Our Assets - Policy
7. Government Engagement – Consultancies, Research--
8. Establishing a “Donors Forum” - to fund Research Development Innovation Fund (RDIF)

Possible Sources of Funding (b)

Programs harmonization

- Review programs with intention to be Research Led and Graduate
- Capacity building for Grant Making and establishment for ALL Colleges (**Establish and strengthen grants Unit**)
- Cross-disciplinary appointments
- Internationalization – through Certification and CoE

Possible Sources of Funding (c)

- Engaging Development Partners, Private sector, industries, CSR to support the teaching, research and Innovation infrastructure
- Executive programs- On line and Distance learning.
- Use Makerere University Space for Adverts

Past Achievements

@SPH and Makerere University

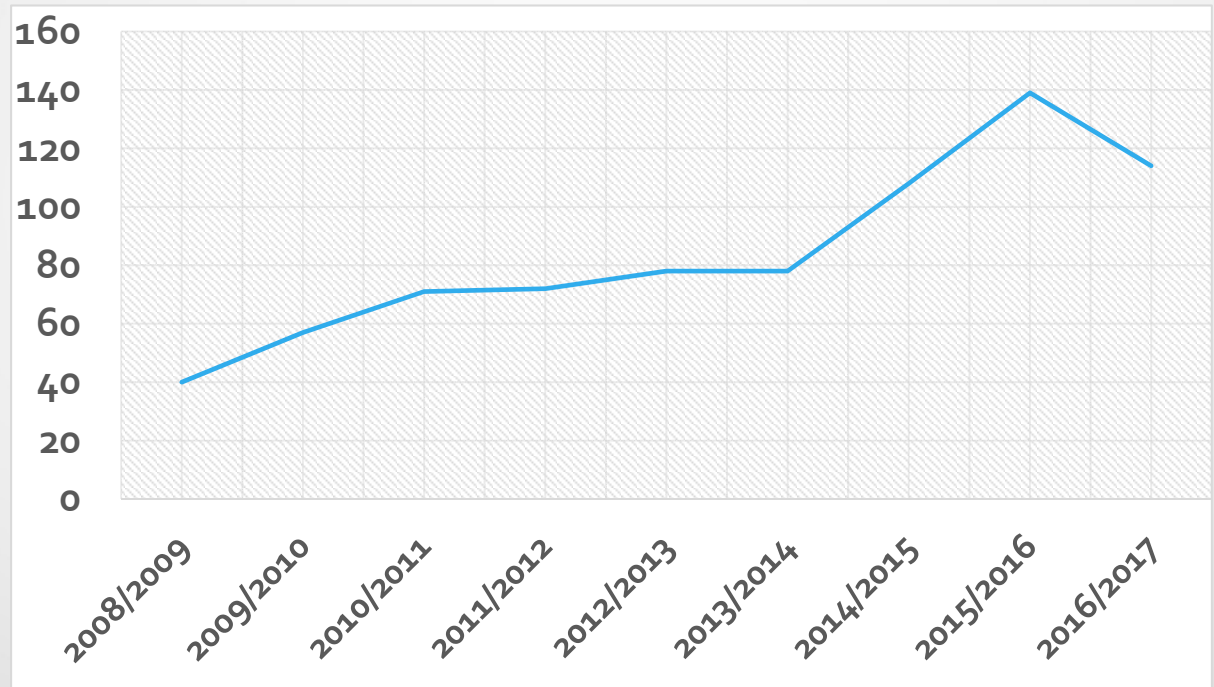
Research Grant-making

- Have been PI for more than 20 Projects
- Won US \$25Million for Resilient Africa Network (RAN) which supported 150 innovations (Multidisciplinary faculty and Students) from 16 countries 20 Universities
- Won US\$34 million as PI Monitoring and Technical Support (METS) – supports Ministry of Health
- Have over last 10 years won grants US\$ 106Million
- 18 Universities in 9 countries and 2 USA Universities) One Health Central and Eastern Africa- OHCEA in (\$12.5 & 23M)
- Center for Tobacco Control in africa (CTCA) Bill Gates \$4.8M, 3.4M

Number of Projects per year 2008-2017

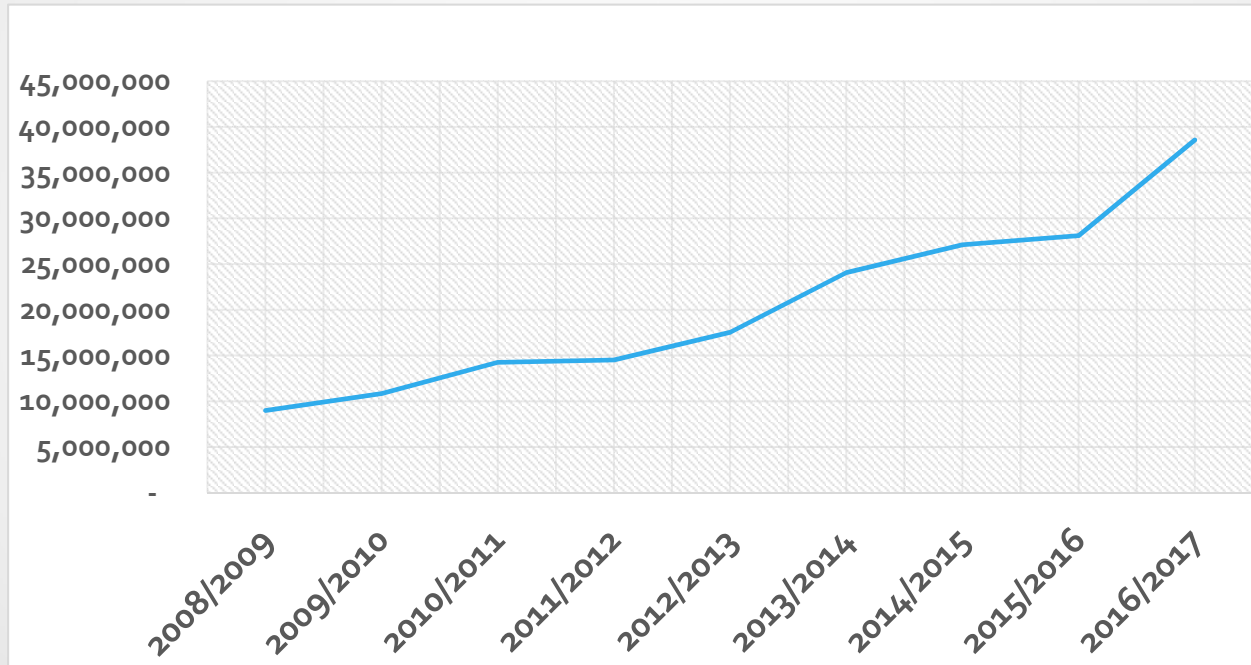
Year
Number of Projects

2008/2009	40
2009/2010	57
2010/2011	71
2011/2012	72
2012/2013	78
2013/2014	78
2014/2015	108
2015/2016	139
2016/2017	114



SPH Revenue US\$ per year 2009-2017

<u>Year.</u>	<u>Revenue (\$)</u>
2008/2009	8,996,845
2009/2010.	10,850,690
2010/2011	14,251,193
2011/2012	14,518,353
2012/2013	17,548,858
2013/2014	24,063,202
2014/2015	27,116,625
2015/2016	28,111,456
2016/2017	38,571,557



Installation of Air quality monitoring Machine at School Public Health

Installed an AIR Quality Monitoring

- a. Equipment that is only in now in two places in Uganda namely the US Embassy offices and MakSPH. It monitors air with radius to Ebb Airport and feed information to relevant bodies including NEMA.
- b. It was obtained as funding from one of my projects funded by NIH USA.



Kololo RAN Project offices and Innovation Labs



RAN Offices Kololo



RAN Lab @Kololo





CDC – Fellowship

Lecture Rooms

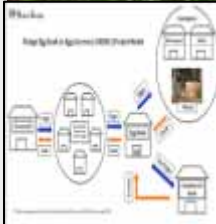


Examples of Innovative solutions developed and supported by RAN

- 150 innovation projects supported:

- 75 funded and

- 79 non-funded



440,617 community beneficiaries from the innovations



Creating a vibrant innovation environment

- **475** Students trained in the Human Centered Design
- **185** innovation 'ignition events': Ignite series, Innovation Garage, Pitch Tuesday, Mobile Monday, RAN4Girls, Social Design Clinic, Mentorships, Boot-camps, Hackathons, Legal Cafe
- **504 MKITS** (Ultra-short skill sharing videos)
- **70** tools developed to facilitate the innovation process
- Contributed ideas to 3 global challenges: Ebola, Zika, Saving Lives at Birth



Need to establish a University Science and Technology (STI) Park

1. Emphasize and build up the University's status as a regional centre of innovation, technology commercialization and quality job creation,
2. Turn the University into a development hub that involves distinctive collection of individuals, firms, institutions, amenities and relationships in an ecosystem for innovation and entrepreneurship,
3. Encourage innovation, entrepreneurship, successful business development and a knowledge-based community/ economy that generates wealth and equity.

Case Studies

- ✓ ST Innovation Hubs in North America (USA)
- ✓ ST Innovation Hubs in South America (Brazil)
- ✓ ST Innovation Hubs in Europe (UK, Germany, Russia)
- ✓ ST Innovation Hubs Asia (India, China, Malaysia and Thailand)

ST Innovation Hubs in Africa

- ✓ North Africa (Morocco, Tunisia, Egypt)
- ✓ Sub Sahara Africa (Ethiopia, Ghana, Kenya, Rwanda)
- ✓ South Africa

NEXT: MAKERERE UNIVERSITY (UGANDA)



Learning and Meeting spaces

ALL Spaces



Proposed STI Park @Makerere University



Others!
While @DVC (F &A)

Government and Partner Engagement

- Over this year engaged Government (MoE and MoF) with positive results –(YES after negotiation)
 1. MURBS Arrears – Ugx 25.1 Billion
 2. Salary short fall – Ugx 4.5 Billion for 2017/2018
 3. Univ In-door stadium – Ugx 5.7Billion
 4. NIC obligation negotiated Resulting into Mak Building at Kampala Road Plot 2A (Photo)
 5. Student Toilets –Ugx 1.5 Billion
 6. Negotiated adverts- Ugx 150M@yr for 5yrs, Lights and Internet
 7. In house and Retirees arrears- Ugx 9.8 Billion
 8. MUBS and Mak negotiated and completed **no more wrangles!!**
 9. **Research Funds for Makerere 2019/2020** (ring fenced)

MAKERERE UNIVERSITY BUILDING @ KAMPALA ROAD Plot 2A



In Conclusion:

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5. Research Grant making skills (for SMALL AND LARGE AMOUNTS)
6. Capability for Human resource capacity DEVELOPMENT (as was done at SPH for Faculty growth)
7. Experience with University systems

“A Contribution to Makerere University”

