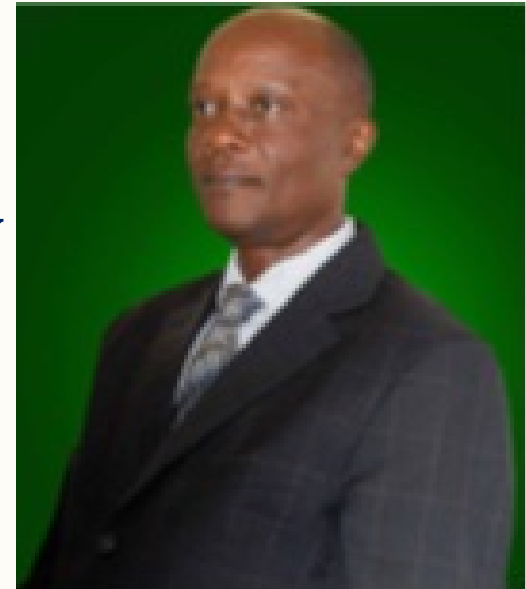# Working Plans for Makerere University

Presentation to Makerere University and Key Stakeholders for the Post of DVC(AA)

Dr Peter Baguma
Professor of Psychology
Makerere University

A tree planted by the President of Ashinaga Japan Mr. Yoshiomi **Tamai** as a symbol of collaboration with Psychology. Every year a total of 500,000$ is spent on Uganda and Africa at large since 2000.

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OUTLINE

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Making Makerere meet its strategic objectives
Support functions

INTRODUCTION

– Thank you for offering me the opportunity to address you on my plans for the post of Deputy Vice Chancellor (Academic Affairs).

– I am Prof Peter Baguma, a Ugandan aged 62 years from Makerere University.

– My association with Makerere University spans 36 years (1982-2018)

MOTIVATION AND COMPETENCES FOR THE JOB

– I got excited with this job because it matches with my experience, and competencies.

– As a DVC (AA)   I Iam sure to work hard and transform Makerere University into a research led university

Understanding of the role of the DVC (AA)

Major role:

– He /she is responsible for the academic affairs of the university and ensures academic direction of the university

Sub roles:

– Deputies the Vice Chancellor

– Oversees programs and policy that promote academic excellency at the university,

– Ensures quality of academic programs,

– Oversees proper and coordination of undergraduate and postgraduate academic programs,

– Coordinates curriculum development,

– Ensures optimal utilization of infrastructure

MY COMPETENCES

– I am well qualified, with necessary teaching skills, and experience.

– I have research proposal writing.

– Research management skills

– Writing MOUs

– Advanced research design skills

– Academic writing and Publishing skills

– Curriculum development and review

– Innovation skills

– Consultancies skills

– Writing policy briefs (e.g, Gender budgeting brief, FOWODE)

Competences (cont)

- Organizing workshops, seminars and conferences

- Research collaboration skills. Examples include:

1. Collaboration with Stellenbosch, and South Africa Military Academy

2. Collaborated with Trinity College Dublin under the International Doctoral School in Global Health (INDIGO) School.

3. Collaborated with Minnesota University (USA) and Vaxjo (Linnaeus) University (Sweden).

4. Collaboration with State university of New York at Owego,

5. Collaboration with University of Ghent, Belgium.

Outputs of collaboration:

– PhDs produced, conferences and workshops,

– Publications, research projects,

– Advanced research training, finances,

– Student and staff exchanges, new courses developed,

– Joint publications, Fulbright scholarship,

Competences (cont.)

– I have skills in fundraising and mobilising scholarly materials.

– Research supervisory and mentoring skills.

– Assessment and evaluation skills

Competences (cont)

– Community mobilization and partnership development skills

– General management skills: leadership, planning and financial management and budgeting, coordination, organising, problem solving, delegating, visioning and strategic planning, and research agenda making & writing MOUs

– Strong lobbying and advocacy skills

– Human resources skills: conflict resolution, HR forecasting and planning, networking skills, motivation skills

Unique traits: Examples:

– Maturity, diligence, emotionally stable, honesty, integrity,

– Hardworking, resourcefulness, team playing, counselling,

– Guidance, motivational skills, high emotional intelligence,

– High sociability, communicator, effective listener,

– Respectful person. Negotiation, persuasion,

– critical thinking, Conflict management

– Human resource management, Emotionally stable,

– Hardworking, resourcefulness,

– Team playing, high emotional intelligence, high sociability,

– Effective listener, and respectful person.

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VISION FOR MAKERERE IN THE 21st CENTURY

– Makerere University should be a leader in teaching, learning, research, publishing and innovations in Africa;

– With a motivated skillful human resource (an engaged, motivated and highly productive workforce),

– With modern infrastructure and well internationalized.

– Well linked with other universities in the region

– Well linked with other institutions like Interuniversity Council for East Africa

– Should be an efficient and effective University

– With a highly reputable identity and creating socio-economic transformation to Uganda.

– It should have a dynamic knowledge transfer partnerships and be a centre of policy formulation and advice.

Makerere Vision (Cont)

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- It should be a university with vibrant academic processes,

- Producing high quality, resilient graduates who have right competences

- Practical and able to adapt to the environment.

- Versatile, professionally grounded,

The way to interact with students will determine the product

Makerere University Strategic Plan

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Environmental scanning and Applying Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis methodology has led to the development of Makerere Strategic Plan (2008/09/2018/2019) (under review).

– **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

Global, National Policies Supporting Research

– Research is an important driver of Socioeconomic development

1. You have the 17 Sustainable Development Goals (UNO, 2015).

2. You have the African Charter 20163 about 7 aspirations to be achieved by 2063

3. The Uganda Vision 2040 In 2007, Vision

4. Second National Development plan (2015/16 – 2019/20)

5. The **National Science Technology and Innovation Plan 2012/13-2017/18 p**olicy prioritizes research and innovations

6. Makerere University polices that support research.

7. Yet Makerere is not yet research led

Challenges in Research

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– There is lack of **research** funds, only 29 billion shillings is for research (10%) out of total budget of 282 billion.

– Government contributes 600 million, 28.4 billion is from outside sources

– Lower investment by government and university

– Development Aid does not cut across all Colleges

– Limited local and international collaborations and networking,

– Poorly designed research,

– Poor research management.

– Grants offices are still few,

– No travel funds to conferences

Research challenges (cont)

- No seed funding to develop proposal
- The whole process of graduate training has problems
- Admission information is not readily available
- Few students register in the system
- Teaching and assessment are not on time
- Not enough resources for examination
- Low graduation rates
- Tracking system not fully functioning
- No pre arrival arrangements for international students
- Research has not led to innovations hence limited intellectual properties.

Research challenges (cont)

– Limited translation of research into policy and practice.

– Research has not led to socio economic transformation of Uganda.

– Poor publication culture where staff lack publication skills.

– Limited dissemination of research,

– Community partnerships and networks are few, and

– Limited public-private partnerships in research.

Challenges in academics

– Admission procedures are not streamlined

– Students and staff attendance is poor,

– students have poor attitudes, beliefs and values,

– Proper assessment of learning and teaching is not being done

– Programs lack quality, graduation rates are low, certification is slow,

– Examination procedures are not adhered to.

– Examiners and part-timers are not paid

– The quality of the graduate is poor for the 21st century labour market.

– There is deficiency in in supervision and undergraduate pedagogy

– Training in curriculum development is limited

– The benefits of students' attachment are not clear

Academic staff challenges

– The majority of staff are at lower ranks-still need training,

– Staff have low morale and motivation,

– limited opportunity and skills to do consultancy,

– limited conference attendance,

– Limited skills in writing award winning proposals.

– Human resource planning and welfare is poor

– staff are getting sick from life style illnesses.

– Toxic Conflicts between are common.

– Lack of leadership skills

– Lack skills in writing MOUs

– Open distance education is not encouraged.

Infrastructural challenges

– Infrastructure for teaching is not only poor

– Infrastructure not enough.

– Infrastructure is not well maintained

– Library and ICT facilities are not adequate

Making Makerere a research led university

What is a research led University:

1. Mission and vision and knowledge production strategy

2. FTE staff-student ratios (faculty differentiation)

3. Ratio of undergraduate to postgraduate

4. Masters-doctoral ratio (research masters)

5. Doctoral enrolment and graduation

6. Staff qualifications (% with PhD) and seniority (% of professors)

7. Publication profile (local/ International, books, articles, international conferences)

8. Knowledge production incentive/disincentive regime (e.g hunter prize)

9. Pact-agreement between institution and government

Making Makerere a Research Led University

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– Provide sufficient research funds

Challenges in Quality Assurance (QA)

– In 2007 Makerere developed the QA Policy to support processes and outcomes in line with university mission and vision.

– Definition of QA: fit for the purpose.

– QA is a mechanism by which stakeholders are reassured that services and products are up to standard.

Mechanisms to ensure quality

1. External examination

2. Student evaluations of courses and teaching

3. Curriculum review

4. Tracer system

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5. Employee expectation surveys

6. Self-assessment as a university

7. Plagiarism checking,

8. Research tracking

9. Supervision training,

10. Student satisfaction surveys

11. Employment expectation

What are challenges to Quality assurance

– Funding is limited

– Review of curriculum is not completed

– The staff are not well trained to perform

– Limited inputs

– Students strikes

– Students cheating in the exams

– Forging marks in the university wide system

MAKING MAKERERE MEET ITS STRATEGIC OBJECTIVES

We consider the 3 core functions

A) HAVING EFFECTIVE TEACHING AND LEARNING

– There are 18 polices to guide teaching and learning

Enhancing access opportunities and meeting the High Education requirements at national and International levels is the first goal

The goal will be achieved through:

– Mainstreaming open, distance and E-learning (ODeL) approaches in teaching and learning

– Strengthen graduate training and research.

– Africanization of courses

– Internationalization and starting Diaspora programs

Improving relevance and quality of teaching and learning

In line with the University Quality Assurance Policy, strategies here will be:

– Creating strategic linkages with key stakeholders

– Involving stakeholders in offering experiential learning

– Maximising involvement of key stakeholders curriculum development

– Training staff in learner centred pedagogy and andragogy skills through workshops

– Equipping lecture rooms and laboratories with modern instruction facilities

– Supporting QAD to vet and monitoring courses and programs

Improving relevance and quality (cont)

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– Implementation of modern teaching methods

– Support open distance education thru encouraging staff to write modules and e-learning

– Plan to ensure timely delivery of quality instructional materials by monitoring procurement processes

– Introduce time management in certification process by setting deadlines and doing follow ups

– Offer transcripts before graduation

– Missing marks syndrome be fought by use of departmental boards

– Create research centres at Makerere to lean about Europe America and Asia

Control of Sexual harassment

In line with Sexual harassment policy, we shall

– Institute research on sexual harassment

– Institute committees at all levels to deals with SH matters

– Improve incident reporting by establishing a hotline

Promotion of gender

– Empower girls in Science by role modelling approaches in schools

– Continue gender training and sensitization in the university

Strengthening academic departments

In line with Human Resources Policy (2009) and working with Human Resource Directorate and DGRT we shall:

– Train Heads in Human resource skills

– Train Heads and staff in examination processes

– Monitor committees for QA, research,

– Give timely information on possible collaborators

– Promote students and staff exchanges by developing sandwich programmes

– Budget to encourage conference attendance

– Sensitising staff on how to write MOUs

– Budget to provide allowances for examiners, supervisors and opponents

B) ENHANCING RESEARCH CAPACITY AND INNOVATION

In line with research policies and in coordination with Directorate of Graduate Research and Training we shall consolidate and enhance the research profile of Makerere University (goal 1) through:

– Lobbying government to support research

– Soliciting research funding by linking up with funding agencies, beyond SIDA/SAREC and Carnegie

– Sensitising private sector to support research

– Training staff in writing large research grants

– Encourage creation of multidisciplinary research teams that are engendered

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– Establish research grants offices for colleges

– Create a think tank

– Develop a research documentation centre (graduate research)

– Provide a registrar to handle graduate processes in colleges

The need to **enhance transformation, and utilisation of knowledge, research and innovations (goal 2) will be achieved by:**

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– Training staff in research dissemination

– Promoting commercialisation of innovations/exploitations of Intellectual Property by working with key stakeholders

– Training staff in developing networks with teaching, research and cultural institutions

– Training staff in research translation

– Training staff in writing policy briefs to parliament

– To start a centre for research knowledge to liaise with parliament

Increasing Innovations

In line with research polices and working with DGRT and IPO, Innovations will be promoted through:

– Supporting idea generation and incubation centers

– Examples of incubation centres which are doing well: Examples:

 1. National Software Incubation Centre

 2. The Food Technology and Business Incubation centre

– Lobby government to support diffusion of innovations

– Promote patent rights through registration

C) IMPROVE PARTNERSHIPS AND NETWORKING

In line with The strategic partnerships policy we need to create enabling environment for public and private sector interface in the promotion of education in a competitive setting will be achieved through:

– Involve stakeholder participation in the University policy agenda.

– Establish collaboration and networking with public, private sector institutions, including affiliated institutions

– Budget to stimulate the Private sector Forum Office

– Encouraging stakeholders to participate in policy development

– Encouraging community and key stakeholders to involve in curriculum development

Providing a partnership framework for assessment and utilization of University products in the value chain will be achieved by the following actions:

– Sensitising employers and government about industrial training,

– Sensitising employers and government on field testing of innovations

– Allowing qualified staff in private sector to teach on courses

– Encouraging the making of MOUs:

– Encourage development of strong consultancy units thru training staff

Creation of a publication culture

With support from the Intellectual property management policy (2008) and DGRT public culture will be created through:

– Training staff in academic writing and publishing

– Training staff to write modules and books

– Training staff in publishing in local and international journals

– Supporting Makerere University Press

– Supply timely information about publishing organizations

– Start mentoring programs on publishing, e.g., Makerere Young Writers Platform, we have enough senior staff to cater for the whole university

IMPROVING HUMAN RESOURCES

Operations will be guided by the Human Source policy in coordination with the directorate of Human resources to ensure Makerere University's competitiveness in recruiting and retention of high quality human resource through:

– Nurture an environment for positive work culture

– Engaging the HRD in HR forecasting and planning

– Continue to lobby government for competitive staff remuneration

– Develop workplace interventions, e.g, sabbatical leave, stress management

– Training staff in writing collaborative projects with scholarships component e.g. sandwich programs

Improving Human Resources (cont)

– Supporting timely promotion of qualified staff

– Monitoring the vetting system for timely promotion

– Putting the retirement age for professors at 80

– Train staff in retirement planning

– Develop and implement non-financial incentive system, e.g, Teacher of the year awards at the School level

– Develop and implement conflict resolution system e.g., mediation teams, training in non-violent communication,

– Sensitize staff about guidance and counseling services of the university

FINANCIAL SUSTAINABILITY

With support from Financial Management Polices and working with Finance Department actions will be taken to make Makerere attract finances through:

– Mobilise resources from philanthropic sources

– Effective mobilisation of research overheads

– Organising private/public sector events for fundraising

– Training university leaders in recourse mobilisation and fundraising

– Encourage alumni to support university thru organising Alumni events and fundraising

– Supporting University turn around strategies

Financial resources (cont.)

Lobby government, relevant committees of government to expand the budget support,

– Develop a robust financial management system

– Train staff in the area of Financial Management

– Requesting public reports on budget performance

DEVELOPMENT OF PHYSICAL INFRASTRUCTURE

Basing on space allocation and utilisation policy and physical facilities policy with coordination from estates and works directorate we shall improve the infrastructure and physical environment through:

– Fit lecture space fitted with ultra-modern ICT facilities

– Develop and operationalize maintenance plan for the University estates/works

– Planning meetings for efficient use of available space

– Develop partnerships on construction, e.g with city council

– Lobby government for support for building infrastructure

– Basing on Library use policy and procedures, promote Library outreach services resources

IMPROVING THE UTILIZATION OF ICT

The information & communication technology policy 2016-20 and other policies guide us on how t**o consolidate ICT enabling and utilization environment**

Actions to achieve this goal will include:

– Support mainstreaming ICT in the functions of the University

– Lobbying partners to ensure sustainability of ICT services and resources

– Publish and update the outputs on the University website, e.g, research

– Sustain the development partners for support for e-resources

– Making ICT needed as part of research

– Encouraging university to put **ICT** needs in the budget

– Monitor staff- computer ratios

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– Training **ALL** staff in the basic use of ICT

– Operationalize the Data protection requirement

– Monitor and discourage the misuse of ICT

– Operationalize the waste management

– Implement effective end user support

– Recruit well trained staff and compensate them through budgeting

STUDENT SERVICES

Basing on welfare policies of 2015 and and security policy. There is need to improve the academic and social development of students through:

– Inspecting and accrediting student accommodation facilities under private sector

– Strengthening and maintaining an International Student Service desk

– Organise student exhibitions on career guidance in secondary schools & University

– Mentoring of student leaders in leadership, character formation, conflict resolution

– Improve on orientation of students at all levels

– Having regular meetings with student leaders

– Operating an open door policy

– Improving guidance and counseling services

– Budget for the promotion of extra curricula activities

– Develop and implement an environmental policy to promote cleanliness and hygienic environment at university

– Recruit, train and deploy an effective security personnel

– Improve employability of our graduates through multi-skilling and job expansion, use graduates as research assistants in government research

EFFECTIVE ORGANISATION AND MANAGEMENT

We shall ensure an efficient and effective organisational and management environment through:

– Training the AR's Dept and other units in customer care

– Encouraging university to use organisational development procedures and management of change skills to implement change

– Set up a training centre in CHUSS for training all leaders at all levels in the university

– Review and harmonise governance structure and functions

– Involve needy students in doing part-time jobs at university

– improve communication through the use of feedback

– Put in place training courses for University Council

– Having a yearly get together for the University staff

INTERVENTIONS FOR QUALITY ASSURANCE

In line with Quality assurance policy and working with the QA Directorate we shall institute the following actions:

Short term (Up to 1 year)

– Sensitize about Occupational Health and Safety

– Monitoring of teaching and learning

– Lobby government to support more teaching facilities

– Improve examination processes, moderation, introduce external examination

– Allow retired senior professors to act as External examiners

– Train staff in teaching and marking and supervision

– Develop a participative culture through cultural retreats

Quality assurance interventions (cont)

– Develop incorruptible information system that cannot be compromised

– Offer management support to QAD in implementing decisions

– Further Tighten invigilation

Medium term 2-3 years

– Track students' progress using forms to increase graduation rates

– Deepen curriculum review to remove duplication

– Increase budget for Gender Mainstreaming Division

– Budget for training of staff at QAD

– Increased funding for QAD to have necessary inputs

I THANK YOU VERY MUCH

Request

Kindly support my application to

become the DVC AA

- **For God and my country**
- **We build for the future**