

Highlights of Professor Venansius Baryamureeba's tenure as Ag. Vice Chancellor of Makerere University (Nov 2009-Aug 2012)

Section 31 of the Universities and Other Tertiary Institutions Act 2001 (as amended) provides that there shall be a Vice Chancellor for each public University who shall be responsible for the academic, administrative and financial affairs of the University. Section 32 of the same Act provides for the Deputy Vice Chancellors: one for academic affairs and the other for overseeing the finances and administration in addition to being responsible for the planning and development of the University. In the University management, we have heads of administrative units and the Principals of the Colleges and each one is responsible for the unit he or she heads. Some of the highlights include:

1. Improved service delivery

- Transcripts and certificates. Since the graduation of 2010, these have been produced in a timely manner
- Timely certification of documents
- Other services to the students like online registration, online payment of fees, Mak air (wireless network), online library resources, online courses (e-learning courses) etc

2. University wide Curricula Review and Restructuring: From December 2009 to June 2010

This exercise was undertaken and duplicated courses/ programmes are now a thing of the past. We continue to review programmes/ courses in the

colleges. Currently there is a review going on in the College of Education and External Studies and the College of Humanities and Social Sciences.

3. Constituent Colleges Formation

After the curricula review and restructuring exercise, we embarked on fast tracking college formation.

Formation of Colleges harmonized mandates of units and greatly minimized duplication of the mandates and programs among the different units.

As a result of institutional growth (in academic programmes, departments, schools, and student numbers from 4,828 students in 1986/1987 to over 40,000 students in 2011), Makerere University Council and Senate agreed to work towards transformation of the University into a Collegiate University, in which governing authority and functions are divided between a central administration and a number of Constituent Colleges, this is to say; the division of powers in a Collegiate University is realized in the form of a federation. The Statutory Order establishing the Constituent Colleges of Makerere University was published in the Statutory Instruments Supplement No. 38 to the Uganda Gazette No. 76 VOL CIV dated 30th December 2011.

On 24th January 2012, 42 years after Makerere University became a National University of Uganda, it transformed into a Collegiate University (with 9 Constituent Colleges) just like University of Cambridge and University of Oxford that have operated as Collegiate Universities for decades. On the same day, 24th January 2012, the nine (9) Makerere

University Constituent Colleges were launched by H.E. President Mwai Kibaki of Kenya and H.E. President YK Museveni of Uganda at a colorful ceremony that witnessed H.E. President Mwai Kibaki awarded an Honorary Doctorate of Laws of Makerere University.

The legal framework for management of the Constituent Colleges, the Makerere University Constituent College Statute, was published in Legal notices supplement No. 5 to the Uganda Gazette No. 14, VOL CV dated 9th March 2012. This statute has paved way for the full operationalisation of the Constituent Colleges of Makerere University.

Makerere University today is collegiate University comprised of nine (9) constituent colleges, a semi-autonomous School of Law, Makerere University Jinja campus and Makerere University Fort Portal campus.

Makerere University Campuses

In addition to Makerere University main campus, we have established Jinja and Fort Portal campuses. Kabanyolo Campus is being fast tracked with funding from ADB and expected funding from the Chinese government.

Plans are under way to establish two more campus within Uganda and two offshore campuses (one in Kenya and another one in South Sudan). In the long term, Makerere University will have a campus in each region of Uganda and in each country within the East African Community and South Sudan. This will transform Makerere University into a truly East African University effectively spearheading higher education in the region.

4. Development of Policies

In the last two years and half, the University Council has passed several policies. One of the important policies passed by Senate recently and will be tabled to Council soon is the communication policy. This policy will guide communication in the University to both internal and external stakeholders.

5. University media/ public relations

Since January 2010, we have been holding monthly press conferences on the 1st Monday of each month. Today we are holding the 30th monthly media briefing. In addition, we have special press conferences at the centre and in the units. We also have functions to which we invite the media. Colleges are also organising open days at which they showcase their innovations to the public.

6. Financial management

- We have been able to reduce the number of accounts in the university and as of today we have only 10 accounts in the academic units; one account per College/ school of Law handling all AIA funds. This was a recommendation from the Auditor General.
- We have instituted financial controls
- Budget line performance is being enforced
- We run a non deficit budget: Financial discipline in place
- We undertake timely transfer of funds to all units at the end of each month

7. Restructuring administrative units

We have been able to restructure administrative units and the proposed structures are yet to be approved by the University Council. The task force on University structure, job evaluation, analysis and University funding set up by the Rt. Hon Prime Minister is expected to improve on these proposed structures.

8. Improving University Government Relations

Since 2009 the President of the Republic of Uganda H. E. Gen. Dr. Y. Kaguta Museveni (Visitor of Makerere University) has visited Makerere University seven (7) times. On 12th December 2009 and 28th December 2009, the Acting Vice-Chancellor lead a team of Makerere University Academic Staff Association Executive and staff from the former Faculty of Technology respectively to State House Entebbe where we discussed possible partnerships between Makerere University and the Government. Subsequently the Government of Uganda approved a Presidential pledge of UGX 25 billion for the College of Engineering, Design, Art and Technology over a five year period. Also the School of Food Technology, Nutrition and Bio-Engineering is receiving UGX 5 billion annually and this will go on for five years. The College of Veterinary Medicine, Animal Resources Development and Bio-Security is also receiving UGX 1 billion annually to support skills development in the animal sector.

On 24th November 2011, H.E. Dr. Gen. Y. K Museveni visited Makerere University and toured projects being undertaken at Makerere University especially those under the Presidential Initiative. During this visit, he

officially launched the Kiira EV electric car that was made with the support from the Presidential pledge. H.E. President Museveni later convened a follow up meeting at State House Nakasero on 10th December 2011. This meeting was called to discuss ways of how Makerere University can partner with the private sector to translate innovations at Makerere University into commercial products. The Minister of Education and Sports and her team, The Minister of State for Finance (General Duties) and his team, the Vice-Chancellor of Makerere University and his team, and the representatives of the private sector attended. At the end of the meeting it was resolved that a Presidential Innovators roundtable chaired by H.E. President Museveni be put in place to promote innovations in Uganda.

On 18th January 2012, the staff and students of College Engineering, Design, Art and Technology; College of Agricultural and Environmental Sciences; and College of Veterinary Medicine, Animal Resources and Biosecurity presented the innovations of their respective colleges at the NRM retreat in Kyankwanzi Leadership Institute. This is again a strong indicator of the University-Government partnership in nurturing innovations and delivery of high quality education in the country. We have also several collaboration projects/ programs with government ministries and departments.

On 24th January 2012, H.E. President YK Museveni and H.E. President Mwai Kibaki launched the Makerere University Constituent Colleges in the Freedom Square, Makerere University. President Mwai Kibaki was on the same day awarded an Honorary Doctor of Laws of Makerere University in recognition of his distinguished and outstanding

contribution to public service at the national, regional and international levels especially in the areas of Academic Excellence, Political, Social and Economic Affairs. At this function, H.E. President YK Museveni assured Makerere University of government's continued support to Makerere University especially in the areas of Science, Technology and Innovations.

We have also created an excellent working relationship with the Parliament of Uganda and its Committees. Cabinet is now more enlightened on what is happening at Makerere University as a result of providing information to strategic ministries like Ministries responsible for Higher Education and Finance.

The Government of Uganda through the Ministry of Education and Sports in a bid to fulfill the Presidential pledge on institutional development for higher education institutions and the recommendations in the higher education white paper has accessed funding from the African Development Bank (ADB) and Makerere University was allocated approx. US\$30.4 Million (UA19.4 Million). As part of ADB V Makerere University will rehabilitate and refurbish laboratories and equipment, construct and equip multipurpose laboratory building, construct two buildings for centralized lecture theatres, support distance and electronic learning, support capacity building for petroleum and mining and staff development in the University among others.

The President in responding to the shortage of energy in the country issued a Presidential directive to the Minister of Energy and Mineral Development to come up with a road map for the energy sector so that

funds can be solicited to fund the roadmap. The Nuclear Energy Roadmap project has three components and one of the components is on human resource development and Makerere University has been incorporated as main partner for the HR development component and as result Makerere University will acquire infrastructure including a building to house the training facility in addition to support for human resource capacity development.

The Ministry of Education and Sports approved the concept note for priority projects at Makerere University in the Science and Technology Sector and this concept is before the Ministry of Finance, Planning and Economic Development for approval. The proposal for establishing the College of Agricultural and Environmental Sciences in Kabanyolo was submitted to H.E the President for further guidance. The Government of the Republic of Uganda and the Government of the Peoples Republic of China have signed an agreement of cooperation and under this agreement China National Machinery industry Complete Engineering Corporation; a Chinese government corporation is expected to be a lead implementing partner on the side of the Chinese government for this infrastructure project.

9. Improved funding from the Development Partners

In the recent past, we have witnessed increased funding in millions of dollars to Makerere University from development partners mainly for research and innovations and human resource capacity building.

10. Improved and increased research and innovations

The research output and innovations out of our Colleges has greatly improved and increased. This is reflected in the numerous awards and the articles in the media on innovations at Makerere University.

11. Improved University ranking

In July 2009, Makerere University was ranked the 20th best University in Africa. Over the last two and half years we have witnessed improved University rankings and as of today Makerere University rating and ranking nationally, regionally and globally has greatly improved and as of January 2012 Makerere University was ranked 8th best University in Africa according to the University Ranking by Academic Performance and 12th in Africa according to Webometrics ranking system, giving an average ranking of 10th best in Africa. In July 2012 we expect Makerere University to still be ranked among the top 10 Universities in Africa.

12. Increased collaborations with Universities and other organizations

There is increase in number of collaborations, which is a sign of the quality of Makerere University as an institution. Makerere University today is collaborating/ partnering with almost all the best Universities in the world.

13. Improved Infrastructure

The ADB loan will enable Makerere University to put up at least 4 buildings (2 buildings for centralized lecture theatres and two other buildings for centralized laboratories).

The University is also supplementing the UGX 160 Million for capital development with AIA funds to work on roads, sanitation in halls and schools. The University has put in place a marshal plan to improve sanitation and so far UGX 1.3 billion has been allocated in the next budget for 2012/2013 FY. The procurement process is also complete and works will begin soon.

14. Improved University Management Guild Relations

The relations with the Students Guild have greatly improved over the past two and half years despite the constituent political party influences and other influences in the student affairs. The current Guild Leadership has been exemplary; it has been able to separate party politics from student affairs.

15. Improved management staff relations

There has been great improvement in staff–university management relations despite a few isolated incidents. Since the Prof. Ssebuwufu days, then Prof. Luboobi and now Prof. Baryamureeba there has always been uneasiness between the Chair of MUASA and the sitting Vice Chancellor/ Deputy Vice Chancellor. This problem needs to be addressed through a Makerere University Statute on Staff and Student Associations that will clearly provide for how University Management and staff and student associations can co-exist for the good of the University. The change of personalities at the top can never be the solution.

16. Change Management

The University has in the recent past introduced many reforms and as a result these have led to tremendous changes in all the spheres of the University. So a change management committee has been put in place to manage change.

17. Improved Teaching, Learning and Assessment

With exception of few isolated incidents teaching, learning and assessment has greatly improved across board.

18. Procurement of goods and services

In the past it used to be a nightmare to procure goods and services at Makerere University. It would take several months, and in some cases, years.

This has greatly improved with the establishment of College Contracts Committees.

19. Domestic Arrears

By November 2009, the University had all sorts of debts. Pensioners had not paid their monthly money for several years. Suppliers were demanding money for several months, etc. We have tried to gradually reduce this debt that is currently at over UGX 30 billion. Pensioners' monthly payments are now up to date.

20. Challenges

The main challenges of the University include:

- Underfunding as a result of low tuition fees charged on our programmes and low subvention from government.
- Low salaries of staff although these salaries are comparable to those in other public Universities.
- Lack of Public Private Partnership (PPP) that has made it hard for Makerere University to get partners to develop its prime land in Kololo, Makindye etc.
- Lack of Statute on Staff and Student Associations that could guide how they relate with the University administration especially in terms of roles and functions.
- Old infrastructure: Most of the buildings were constructed before the 1970s.

Professor Venansius Baryamureeba, Acting Vice Chancellor