



# Public Presentation for the Position of Vice Chancellor Mbarara University of Science and Technology



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**July, 29, 2024**  
**Kihumuro Campus**

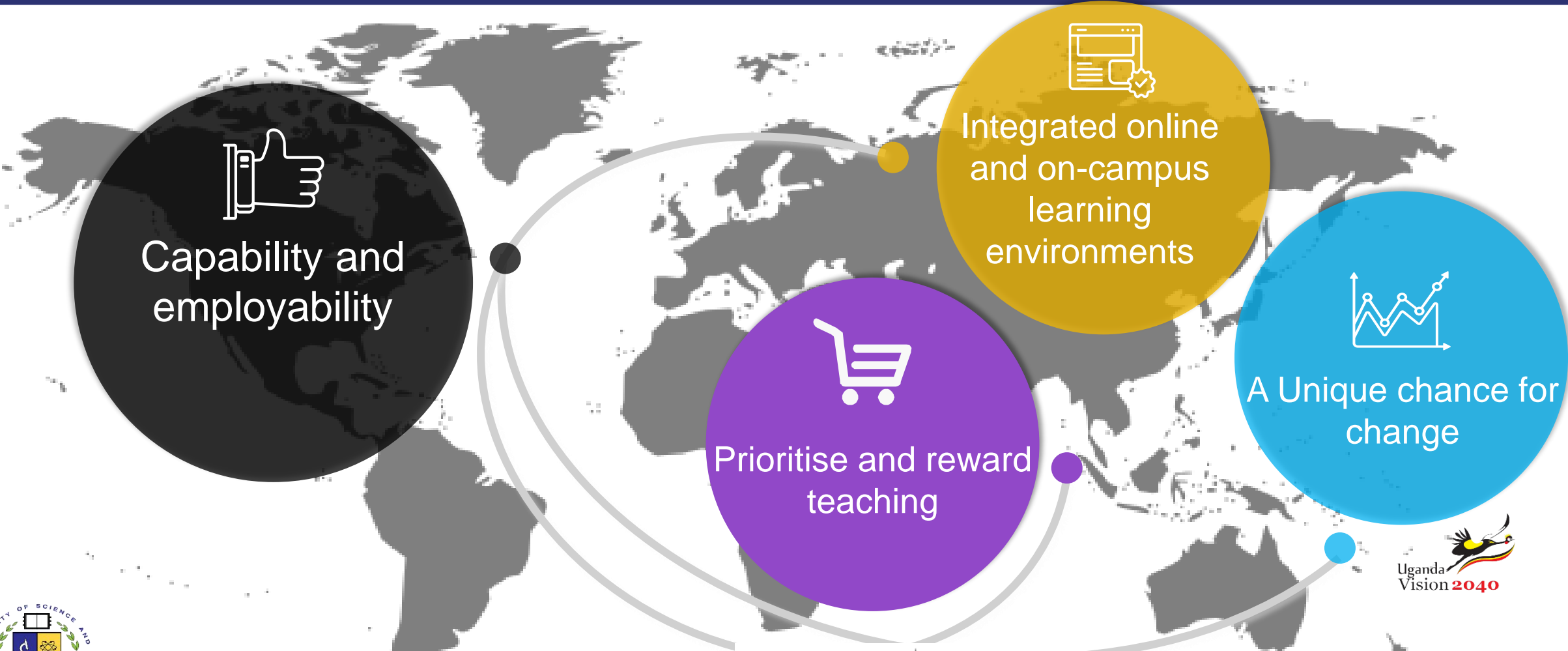
# Presentation outline



- 1. Brief background**
- 2. Position of Vice Chancellor**
- 3. Motivation**
- 4. Vision & Business Plan for MUST**
- 5. Suitability for the Position of VC, MUST**



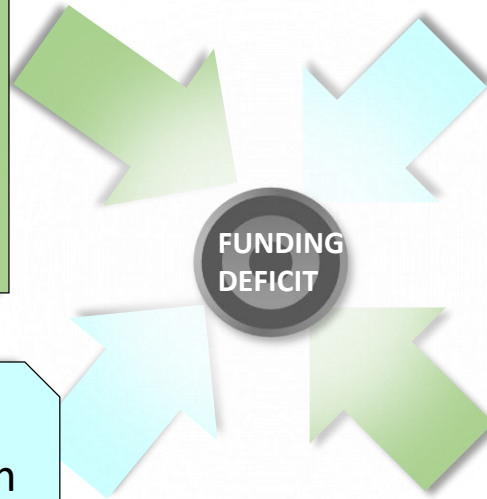
# Expectations of University Education in the 5<sup>th</sup> year of 2020's decade



# Challenges of University Education in Uganda

## ACADEMIC STAFFING

- PhD holders to student population is alarming at 135 students : 1 PhD holder
- In 2019/20, there were 8131( 66.7%) full-time and 4056 (33.3%) part-time academic staff
- Low staff development
- Staff ill prepared to adopt ODeL



## LOW RESEARCH OUTPUT & POOR INFRASTRUCTURE

- Low laboratories, facilities/equipment
- Space limitation
- Few computers for staff & students; ratio of 14 students per computer
- Bandwidth, access to internet and e-resources poor

## STEMI ACCREDITATION

- 137 STEM programmes accredited in 2019/20
- Bachelor's degree programs 36%, PhD programs 11%, masters 23%, and PG diplomas 4%
- Government needs to intensify its effort to strengthen science and technology

## SKILL GAPS & CONSTRAINTS

- In 2019/20; number of hard copy textbooks dropped by 17%
- Operate on emergency budgets. Some cannot sustain payment of salaries
- Need to diversify sources of funding and improve institutional governance

# Challenges of Higher Education in the Country

- Inadequate, deteriorating and condemned infrastructure
- HR: Inadequate staffing, insufficient remuneration, delayed promotion, demotivation, moonlighting, brain drain
- Declining quality of graduates
- Insufficient resources for research and innovation
- Gender inequality in access, STEMI and academic leadership
- Poverty limiting access and affordability
- Regional imbalance and perpetually disadvantaged areas in extreme poverty
- Curricula that are not locally relevant, and not offer practical skills
- Blended learning challenges, limited bandwidth and ICT infrastructure, user competencies & acceptability
- Limited employment for university graduates
- Examination malpractice, unregulated admission criteria



# Legal and Governance framework for Public Universities



- Constitution of the Republic of Uganda, 1995
- Universities and Other Tertiary Institutions Act (2001)
- Ministry of Education and Sports
- National Council for Higher Education
- Uganda National Examinations Board
- Public Finance Management, Act 2005
- Public Procurement and Disposal of Public Assets, Act 2003
- Employment Act, 2006
- National Library Act, 2003
- Uganda National Council for Science and Technology (UNCST), Act 1990
- Building Control Regulations, 2020
- The Land Regulations, 2004
- National Environment Management Authority, Act
- Inter University Council of East Africa, Act 2009



# Mbarara University of Science and Technology (MUST)

**Established in October 1989, by the MUST Statute 1989**

The Statute was repealed and replaced by the Universities and Other Tertiary Institutions Act 2001 (as amended).



**Vision:** To be a center of Academic and Professional excellence in Science and Technology



**Mission:** To provide quality and relevant education at the national and international levels with particular emphasis on Science and Technology and its application to community development

2022 Integrated Annual Report

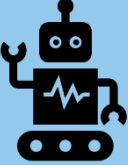



<https://www.must.ac.ug/downloads/annualreports/MUST%20Integrated%20Annual%20Report%202022.pdf>

Strategic plan 2020/2021 – 2024/2025

[https://www.must.ac.ug/downloads/Strategic\\_plan/MUST%20Strategic%20Plan%20July%202022.pdf](https://www.must.ac.ug/downloads/Strategic_plan/MUST%20Strategic%20Plan%20July%202022.pdf)

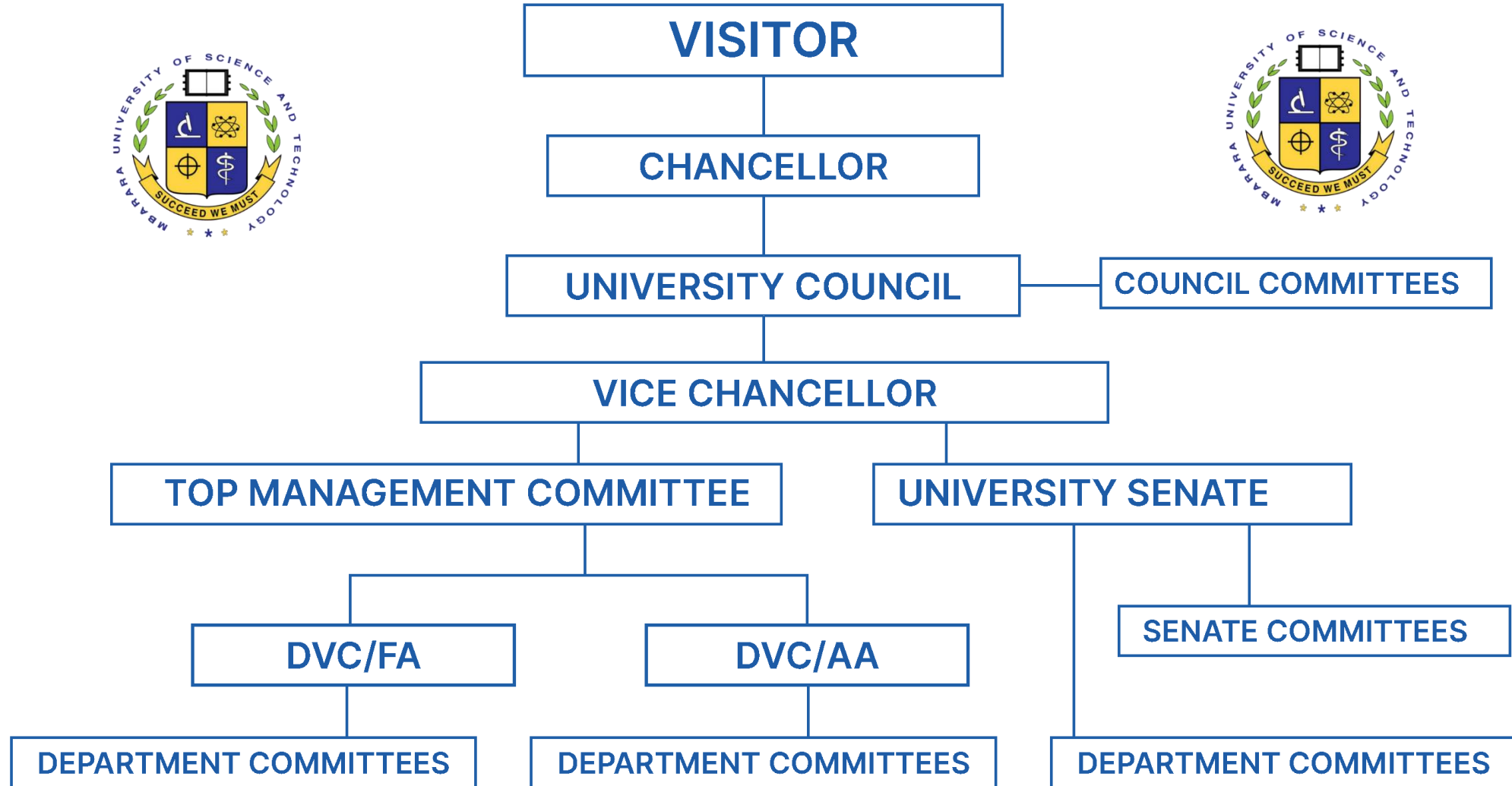


# MUST (2022 Integrated Annual Report)

At a Glance		Key Highlights			
History	MUST will make 35 years of its existence on October 28, 2024	 Automation of manual tasks	 115 Academic Sponsorships	 Improved Support	 300 Publications
Accredited Programmes	67				
Number of Students	>5000 ( 67% Male, 33% Female)				
Current Status	<b>NCHE Accredited</b>				
Outgoing VC	Prof. Celestino Obua				
Budget	<b>58.7B UGX</b>				
<b>Overview</b>	Opened in October 1989 after extensive modification of physical facilities of the former School of Midwifery at the Mbarara District hospital. Founding Philosophy of community based training and engagement.				
	<b>Financial Sources</b>	<ul style="list-style-type: none"> <li>The Government of Uganda</li> <li>Donors &amp; Partners</li> <li>MGH Global Health Collaborative</li> <li>SIDA Bilateral Support to Uganda</li> <li>MasterCard Foundation</li> <li>PHARMBIOTRAC (World Bank)</li> </ul>		<b>Risks</b>	<ul style="list-style-type: none"> <li><b>Impact to Operations</b> – 93% of the budget is dedicated to wage and recurrent expenditure. Only 3% is for R&amp;D</li> <li><b>Technical Issues</b> – A ratio of 20sq.m per 89 students in computer labs upends STEMI and research initiatives</li> <li><b>Functional Issue</b> - Not enough space for sports, student union offices and some faculties</li> </ul>



# MUST GOVERNANCE STRUCTURE



# Vice Chancellor Roles and Caliber



- In general terms, a Vice-Chancellor(VC) has four major responsibilities:
  - **Providing strategic leadership**
  - **Accountability to Senate and Council** for academic and financial performance as well as compliance with all regulatory bodies;
  - **Chief Executive Officer of the university**
  - **Key point of contact for stakeholders**
- Different individuals, and different groups, with diverse demands and needs that are often diametrically opposed. The VC has to listen to a range of views, examine all the evidence available and exercise judgements & decisions
- VC is the lighting rod: my personality and capabilities will spur MUST to greater horizons

# Motivation for VC MUST Position



**Dr. Rudolf Virchow 1821 - 1902**  
German Physician, Pathologist,  
and Anthropologist

1. *"...If medicine were to accomplish its great task, it must intervene in political & social life..."*
2. *"...Medicine is a social science & politics nothing but medicine on a grand scale..."*



*"...Physicians are the natural attorneys of the poor, & social problems fall to a large extent within their jurisdiction..."*



**Barack Obama**  
44<sup>th</sup> US President  
2009 – 2017

*"Change will not come if we wait for some other person or if we wait for some other time. We are the ones we've been waiting for. We are the change that we seek."*

*February 5<sup>th</sup>, 2008 Speech*



**Vision:** To harness the potential of MUST to a university ranked first nationally, among the top 20 in Africa, and the top 1000 globally

**Mission:** MUST that delivers academic excellence, conducts impactful research, hires and retains the best staff, and attracts the best students to graduate as change agents for delivery of transformative services relevant to today's and future service needs.

Governance

Academic excellence & Integrity

Diversity, Equity, & Inclusiveness

Research & Innovation

Outreach

IMPLEMENTATION STRATEGIES

- **Budget efficiency**
- **Reduce budget leakage**
- **Listening sessions to identify Quick Wins**
- **Compliance with laws, regulations & policies**
- **Transparency & Accountability**

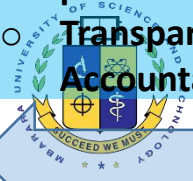
- **Strengthen curricula**
- **Strengthen student support**
- **Increase number of faculty with PhD**
- **Introduce new interdisciplinary programs**
- **Introduce new twinning programs**

- **Foster an open nurturing environment**
- **Support professional development and training**
- **Provide training on unconscious bias to all staff levels and students**

- **Establish research and grants challenges**
- **Strengthen Research Sponsored projects office**
- **Incentivize Research and innovation awards**
- **Promote interdisciplinary research**

- **Stakeholder outreach**
- **Student and staff outreach**
- **Establish VC Lecture Series**
- **Spotlight staff and student achievements**
- **Industry partners**

PERFORMANCE METRICS



# Governance

- Stakeholder engagement & listening sessions (Town hall meetings)
- Ensure efficient resource utilization, & program based budgeting
- Transparency, accountability, & zero tolerance for corruption, & wastage
- Enhance access to internet & integrate ICT technology in all operations, PR office to enhance branding, visibility & website
- Asset management including land, acquire more & use for income generation
- Review and update current strategic plan for the period 2025/2026-2035/2036
- Enhance compliance with laws, policies and guidelines
- Foster energy saving & conservation,

# Academic Excellence; branding MUST to a center of excellence

- Restructure training centres (urgent for FoM)
- Strengthen PhD supervision & training & increase PhD students & post docs by 20% in 5 years (23 graduation: 27 PhDs, 158 Masters & 3PGDs)
- Double staff with PhDs from 19% to 38% in 5 years
- Skills in line with global trends; FinTech, machine learning, robotics, & AI
- Increase staffing by 20% in 5 years for adequate student teacher ratios
- Quality assurance, & regional campuses,
- Academic Medical Centre with world class service
- New academic programs, e.g., veterinary & sports medicine, engineering, super-specialist training
- Empower faculty, deans and HoDs
- Increase exchange programs at international universities & industry placements

# Diversity, Equity, and Inclusiveness (DEI)

- Foster an environment where staff, faculty, and students' voices are heard, and people feel included
- Empower staff & students to communicate their positive and negative experiences & promote civil discourse in and outside lecture halls
- Promote equity and inclusiveness at all university levels
- Review human resource manuals and policies to ensure compliance with DEI initiatives
- Identify suitable courses to enhance DEI initiatives and stop unconscious bias and stereotyping

# Research and Innovation

- Identify and mitigate constraints to Research and Innovation
- Support interdisciplinary research and innovation, research agenda
- Training in research methodology, data analysis, & scientific and grant writing, including use of complex study designs
- Strengthen grants management, REC, research integrity, data analytics, dissemination, intellectual property rights, & ramp up innovations to commercialization
- Challenge trained staff to increase publications (2) & grant applications (1)
- Cutting-edge research; one health; Ebola vaccines & therapeutics, HIV cure
- Short-term training and coaching locally & abroad, double collaborations (61, 2022), in 5 years

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Gretzky: “You miss 100% of all the shots you don’t take”



# Outreach

- Communicate programs, opportunities, achievements to attract high-quality students and staff
- Strengthen PR office & utilize digital technology to disseminate, increase visibility & opportunities for cross-fertilization, global attraction, & community engagement, enhance MUST branding
- Establish VC Lecture Series, bring notable figures to MUST to share key professional career life experiences
- Sponsor accomplished faculty to give invited talks at strategic meetings or institutions
- Increased short- and long-term partnerships with Government MDAs, universities & industry



National Science Technology Engineering & Skills Enhancement Project in Rwebiteete, Kiruhura District, for engineering innovation, incubation, & manufacturing, implemented by UNCST under Min. STI.

Focus on industrial & civil engineering, metallurgy, automotive engineering, electrical & electro pneumatics

# Work Environment

- Prioritize infrastructure development (FoM), expand MUST size & quality with state of the art teaching facilities & equipment, by seeking funding from GoU, international donors, grants
- Review HR manual for opportunities to restructure, recruit, and promote
- Office furniture & equipment, laboratories for practical skills, water, sanitation & hygiene, maintenance of structures, reduce wastage, EHSS
- Relationship & communication with staff, students and alumni, office space, reward teaching eg clinical teaching & scholarship
- Administrative support for HoDs, Deans, etc

# Work Environment



# Welfare

- Guarantee inspiration, charisma
- Ramp up Council, Senate, Staff & committees' welfare to execute mandate
- Staff welfare; medical insurance, health & wellbeing, timely promotion, & housing
- Prioritize mentorship and student support; grooming, confidence building, discipline; hostels, food, sports, health including mental health, alcohol & substance abuse prevention & care, harassment
- Effective communication, open door policy & team building

# Performance Metrics and Evaluation

- **Short term**

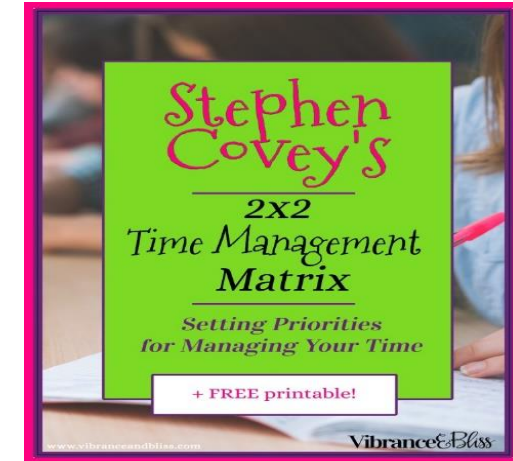
- Number of Town hall meetings held, number of staff who participate & response
- Branding & maintenance

- **Mid to Long term**





- Monitoring and evaluation reports
- 2025/26-2035/2036 Strategic plan
- 2025/26-2035/2036 Strategic plan midterm review report
- MUST Ranking









- **Key deliverables**

- Governance reports
- **Infrastructural development**
- Accredited programs, new programs, number & quality of graduates
- Reported feedback captured on digital space reports including on DEI
- **Number & quality of PhDs, research & innovation programs, publications**
- **Funding; number & size of grants won**
- **Number and quality of outreach programs**
- Number and quality of new partnerships, industry placements, exchange programs



# The Balanced Score Card (BSC)

 <b>Vision</b>	 <b>Mission</b>	 <b>Strategic Priorities</b>	 <b>Strategic Results</b>
<p>A MUST that delivers academic excellence, conducts impactful research, hires and retains the best talent, and attracts the best students</p>	<p>To harness the potential of MUST to a university ranked first nationally in STEMI, among the top 50 in Africa, and the top 2000 globally.</p>	<p>Governance &amp; Academic Excellence and Integrity</p> <p>Diversity, Equity and Inclusiveness (DEI)</p> <p>Research, Innovation, and Community Outreach</p>	<p>Budget frugality &amp; compliance, strengthening curricula, increase PhD enrolment, ramping up interdisciplinary culture &amp; enriching student support</p> <p>Valuing individual differences, fostering an inclusive environment, and training staff on how to overcome implicit ,explicit, affinity and confirmation biases.</p> <p>Reinvigorate the MGO, incentivise research outcomes &amp; ramping up inclusive research and outreaches by involving students and staff.</p>

	Strategic Map/Objectives	KPIs	Targets	Initiatives
 <b>Financial</b>		<ul style="list-style-type: none"> <li>Net Profit</li> <li>Operating Costs</li> </ul>	<ul style="list-style-type: none"> <li>5% Per Year</li> <li>3% Per Year</li> </ul>	<ul style="list-style-type: none"> <li>Attract grants, Implement robust budget oversight, Improve OPEX &amp; reduce consumptive behaviour.</li> </ul>
 <b>Customer</b>		<ul style="list-style-type: none"> <li>% Market Share Index</li> <li>% Student Conversion and CX Index</li> </ul>	<ul style="list-style-type: none"> <li>3% Per Year</li> <li>&gt; 10% Each Quota</li> <li>5 stars Rating</li> </ul>	<ul style="list-style-type: none"> <li>Competitive positioning and Student Feedback system.</li> <li>Identify New partnerships.</li> </ul>
 <b>Internal Processes</b>		<ul style="list-style-type: none"> <li>New Programmes As % Of gross enrolment</li> <li>Cost Efficiency Index</li> <li>Capacity Utilization Index</li> </ul>	<ul style="list-style-type: none"> <li>10% First Year</li> <li>&gt; 50% Every Reporting Period</li> </ul>	<ul style="list-style-type: none"> <li>Create Improved curricula Offering</li> <li>Training Programme For New Offerings</li> <li>New self-check processes.</li> </ul>
 <b>Organizational Capacity</b>		<ul style="list-style-type: none"> <li>Staff Learning and Development Plans</li> </ul>	<ul style="list-style-type: none"> <li>80% In Place</li> <li>Skills Matrix</li> </ul>	<ul style="list-style-type: none"> <li>Suitable Training Programmes</li> <li>Initiatives for New Knowledge</li> </ul>

**Student and Staff Focus – Integrity – Quality – Transparency – Community outreach – Efficiency - Profitability**



# Proposed Financial and Resource Acquisition and Allocation

- Seek a one-time funding increase from GoU for infrastructure
- Seek increased funding for R&I from the GoU from 1.8 billion/yr to 9 billion (5-fold increase)
- Seek funding for staff recruitment & promotion
- Increase publications by 20%/year; to double in 5 years
- Increase number and quality of grants & collaborations to double in 5 years
- Improve quality of education & increase programs to attract and increase student enrolment and fees
- Strengthen partnership & fundraising from Alumni/Convocation, Community & Philanthropists, Governments, development partners
- Diversify income generation; PPPs, fee for service projects, university consultancies, paid evening programs, lease unutilized land
- Develop consulting capacity competing with international pharmaceutical, medical & engineering companies in value consulting & solutions generation



# Risk Management and Contingency Planning

Risk	Mitigation
Closure of University facilities by regulators due to dilapidated, condemned, inadequate infrastructure or due to fires	Seek capital development funding Inspect and maintain facilities
Graduating unqualified students due to academic fraud and lack of integrity	Governance strategy focus on academic excellence, and integrity and improved outreach
Student and staff industrial action	Governance and outreach strategies to <b><i>monitor, detect,</i></b> and <b><i>respond</i></b> to emerging risks before they become crises
Financial risk; under funding, inefficient budget operations	Management and operational efficiency Seek increased budget support from Government Increase grants portfolio, Diversify income generation
Bribery and Corruption	Zero tolerance for corruption and bribery Sensitize staff and take swift action against non-compliance
Natural disasters, epidemics, pandemics	Disaster preparedness plan

# My Suitability for the Position of VC, MUST



# My Suitability for the Position of VC, MUST

## Who is Pauline Byakika-Kibwika?

- Posses technical & professional knowledge & experience
- Authority of rank – Professor
- Act with high level of integrity, professionally and socially
- Visionary & Strategic thinker, natural leader and motivator
- Passionate about my work & extremely well organized
- Seek new challenges, and aim to conquer them
- Advocate for work-life balance, health & wellbeing
  
- **My Leadership style: Transformational and Democratic**

### Core values

Excellence  
Integrity  
Transparency  
Accountability

### Vulnerabilities

Highly ambitious  
Goal oriented  
Desire efficiency  
Mastered patience



# Academic Background

INSTITUTION	QUALIFICATION	PERIOD	Expertise
Havard School of Public Health, USA	Certificate	2013-2015	Leadership
Trinity College Dublin, Ireland	PhD	2009-2012	Clinical pharmacology & Pharmacokinetics
Sewankambo Scholar	Certificate	2006-2010	Principal Investigators & Research Leadership
INTERACT-NACCAP Clinical Research Program	Certificate	2005-2010	Clinical Research & Leadership
Makerere University, Kampala, Uganda	MMed Int Med	2002-2005	Internal Medicine
Makerere University, Kampala, Uganda	MSc CEB	2000-2002	Epidemiology and Biostatistics
Makerere University, Kampala, Uganda	MBChB	1993-1999	Medicine and Surgery

# Employment

PERIOD	POSITION	EMPLOYER
2022-	Professor of Internal Medicine	Makerere University
2019-	Head of Department of Internal Medicine	Makerere University
2013-	Director of Research and Chair Scientific Review Committee	Makerere University
2013-2021	Associate Professor & Head Infectious Diseases Unit	Makerere University
2008-2013	Lecturer, Department of Internal Medicine	Makerere University
2005-2008	Physician Registrar (Medical Officer special Grade)	Mulago Hospital
2002-2005	Senior House Officer (Resident Medical Officer)	Mulago Hospital
2000-2002	Medical Officer, Accident and Emergency Department	Mulago Hospital

# University Academic and Administrative Leadership

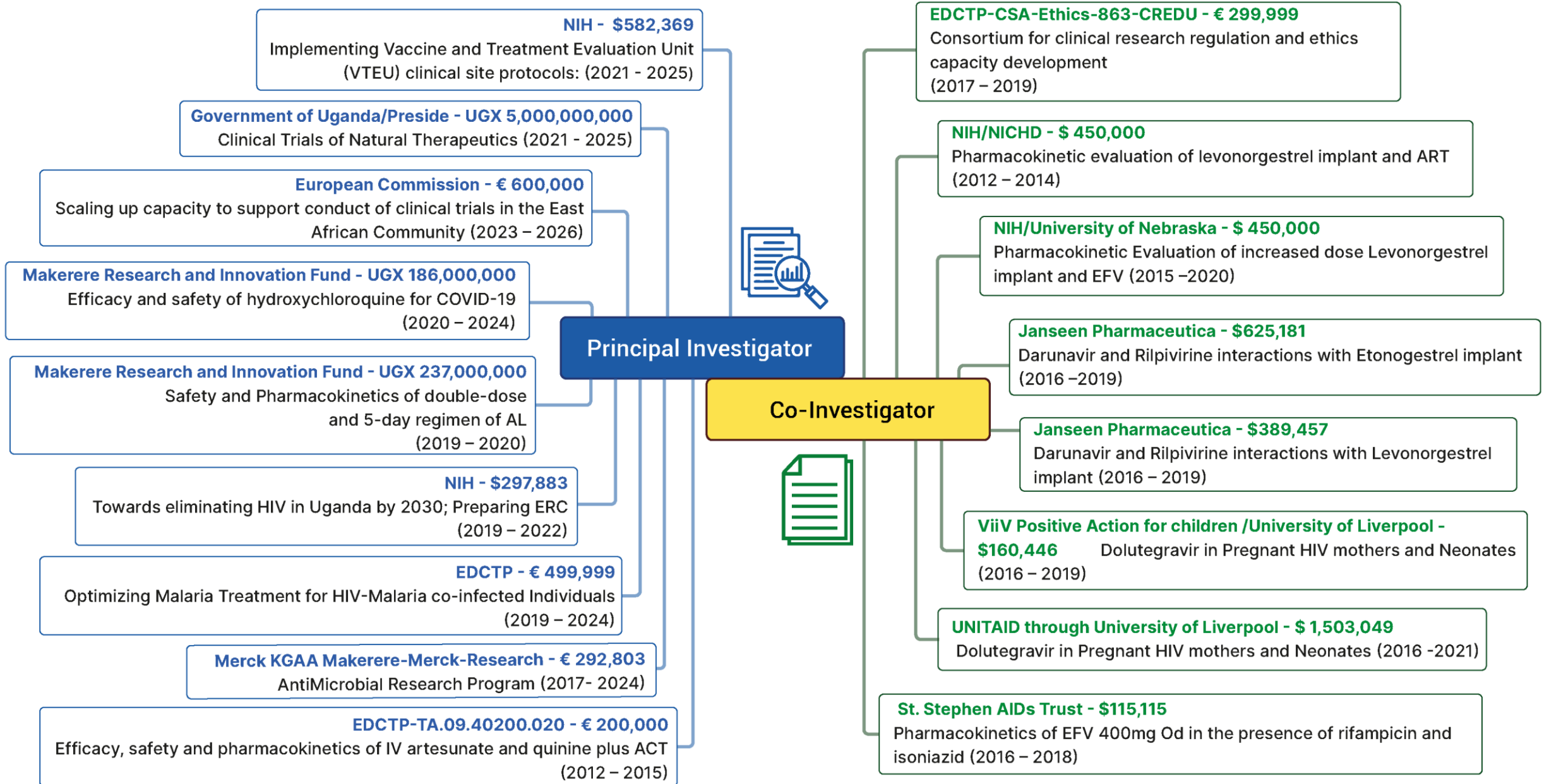
PERIOD	COMMITTEE
2019 – to date	Head of Department of Medicine, MakCHS
2017 – to date	Director Research, Department of Medicine & Chair SRC
2017 - 2019	Head, Infectious Diseases Unit
2012 - 2022	Scientific Review Committees, IDI
2020 – to date	Quality Assurance Committee
2020 – to date	Examination Irregularities and Malpractice Committee
2019 – to date	College Finance Committee
2013 – to date	College Academic Board
2013 – to date	Academic and Library Programs Committee (curriculum development)
2012 – to date	Chair, Women Career Development Program
2008 – to date	School of Medicine Board
<b>Student Support committees</b>	
2009 – to date	Chair, Mentorship & Student Support Committee
2019	Patron, Makerere CHS Students' Writers' Club

# Experience with Universities

- MUST
  - Student assessment & training
  - Accreditation of MUST REC
  - COVIDEX Clinical Trial Protocol Reviewer, under Directive of MoH
- Nairobi University, Faculty of Health Sciences
- Busitema University, Faculty of Health Sciences
- Kampala International University
- King Caesar University, Kampala
- UNCST, Accreditation Committee for Research Ethics Committees (RECs)
  - Accredited 32 RECs in the country including university RECs
    - Makerere (5)
    - MUST
    - Gulu University
    - Busitema university
    - KIU
    - UCU



# Resource Mobilization





# Contribution to Science

- Well accomplished scientist, Professor of Medicine, Epidemiologist & Biostatistician
- Significant contribution to science: HIV, Malaria, TB, COVID-19, Ebola

- Well published

- 168 results on google scholar

[https://scholar.google.com/scholar?start=50&q=byakika+kibwika+pauline&hl=fr&as\\_sdt=0,5](https://scholar.google.com/scholar?start=50&q=byakika+kibwika+pauline&hl=fr&as_sdt=0,5)

- 81 results on pubmed

<https://pubmed.ncbi.nlm.nih.gov/?term=byakika-kibwika>

<https://www.linkedin.com>

<https://x.com>



# Contribution to Science



# National Service and Experience



## MINISTRY OF HEALTH

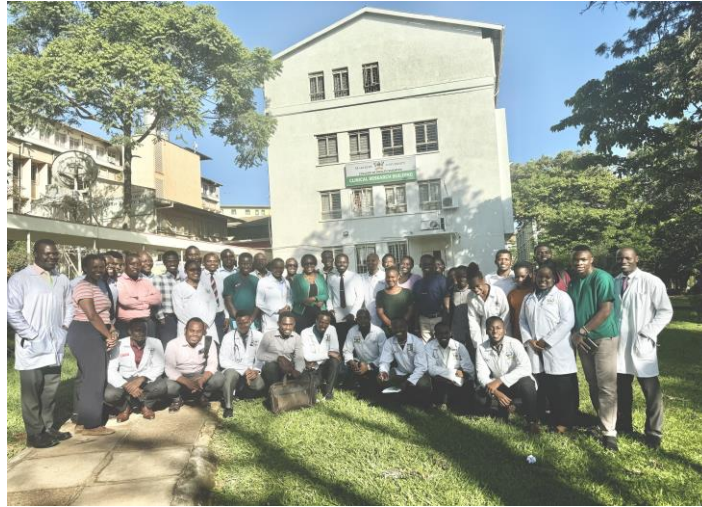
- **Led National cutting-edge research**
  - PI, COVID-19
    - Hydroxychloroquine clinical trial
    - Convalescent plasma clinical trial
  - PI, Ebola, Therapeutics protocol
  - Co-I, Ebola Vaccine protocol
- **MoH COVID-19 Scientific Advisory Committee**
- **MoH Malaria Scientific Advisory Committee**
- **MoH Ebola Scientific Advisory Committee**
- **MoH National Malaria Control Program**
  - Uganda Malaria Reduction Strategic Plan 2014-2020
  - Uganda Antimalarial Resistance Strategy, ongoing



## Other Ministries

- **Prime Minister's office**
- **Ministry of Finance Planning & Economic Development**
  - Member, InterMinisterial Leadership in Health Task Force for Health Sector Strengthening
- **Ministry of Education & Sports**
  - Countrywide validation of HR for Education
- **Ministry of Science Technology & Innovation**
  - UNCST Research guidelines
  - REC accreditation
  - Co-PI, Clinical Trials of Natural therapeutics

# National Service and Experience



# Leadership on Professional Organizations & Community



## PROFESSIONAL

- **Past President, Uganda Society for Health Scientists**
  - Resource mobilization
  - Project planning, management, report writing
  - Research dissemination
  - Two terms, Membership more than doubled
- **Vice President, Uganda Medical Association**
  - Lobbying and negotiation skills
  - Conflict management
  - Enhanced salaries for health workers
  - Improvement in work environment
- **Vice President, Association of Physicians of Uganda**
  - Scientific leadership
  - Clinical leadership



## BOARDS & COMMUNITY

- ❖ **Experience on Organizational Boards**
  - Board Member, Infectious Diseases Research Collaboration
  - Board Member, Bulamu Healthcare
  - Board Chair, Samasha Medical Foundation
  - Board Chair, Samsonite Institute of Global Health
- ❖ **Past President of Namagunga Old Girls' Association**
  - ❖ Mentorship and career guidance
  - ❖ Alumni projects: gate, dining hall renovation
- ❖ **Mothers' Union**
  - ❖ Kabwangasi CoU, Butebo District
  - ❖ St. Andrew's CoU, Bukoto

# Regional and International Experience

## EAST AFRICA

### Commissioner, EA Health Research Commission

- Research agenda for the EAC
- Digital health roadmap
- Young EA Research Scientists' capacity building program with PhD training & Mentorship
- Training of RECs in 6 partner states
- Regional Advisory Panel, East African Laboratory Networking Project



## INTERNATIONAL

### World Health Organization

### Clinton Health Access Initiative

### Oil and Gas Industry

- Tullow Oil Pty Ltd
- TOTAL Exploration and Production Ltd

### Reviewer for several Scientific Journals

- Lancet
- PLOS One
- Journal of Antimicrobial Chemotherapy
- Antimicrobial Agents & Chemotherapy
- East African Health Research Journal
- BMC Infectious Disease

# Key Success Factors: MENTORSHIP, NETWORKS & COLLABORATIONS



**Core values:** Excellence, Integrity, Transparency, Accountability  
**Personal attributes:** Principled, Humble, High on Professionalism & Ethical excellence, Role model, Warm, Charismatic, Approachable, Brilliant, Innovative, Energetic, Respectful, Fair, Enthusiastic, Team builder



# Team Building....



Family person, great support from spouse and children, value work, give time to work



Team Leader





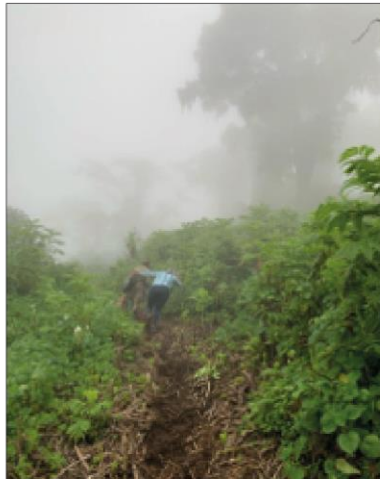
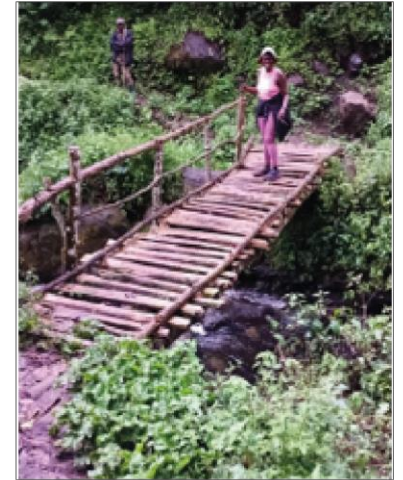
# Journey = Climbing Mt Elgon to Wagagai Peak



"It always seems impossible until it's done."

- Nelson Mandela

Day 1



# Acknowledgement



- Mbarara University of Science & Technology
- VC, Search Committee
- Secretary, VC Search Committee
- MUST Council
- MUST Senate & Top Management
- Founder and Outgoing VCs, MUST
- MUST Faculty, Administration, Support Staff, Students, Alumni, Community
- My Mentors, Teachers and Referees
- Colleagues at Makerere University, MakCHS, & Department of Medicine
- My family; nuclear and extended
- Friends & Well wishers

Succeed **We** **MUST**





# Thank You



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