

MAKERERE



UNIVERSITY

SPEECH BY THE CHAIRPERSON OF THE COUNCIL

MRS. LORNA MAGARA

AT THE SYMPOSIUM ON NATIONAL TRANSFORMATION

30TH MARCH 2023, MAKERERE UNIVERSITY.

- **The Vice President of the Republic of Uganda, Her Excellency Jessica Alupo.**
- **The Minister of State for Higher Education, Hon. Chrysostom Muyingo.**
- **The Permanent Secretary, Ministry of Education and Sports, Ms. Ketty Lamaro.**
- **Honorable Ministers.**
- **Honorable Members of Parliament.**
- **The Executive Director of Kampala Capital City Authority, Mrs. Dorothy Kisaka.**

- **The Chancellor of Makerere University, Prof. Ezra Suruma.**
- **Chairpersons and members of Councils of Public Universities.**
- **The Makerere University Council Members.**
- **The Vice-Chancellors of other Universities.**
- **The Vice-Chancellor, Prof. Barnabas Nawangwe, and the Management team.**
- **Members of Makerere University Senate.**
- **Members of Staff Associations.**
- **The Student Fraternity.**
- **Our Keynote Speaker and Friend, Prof. Vincent Anigbogu, and your dear wife, Mrs. Peggy Anigbogu.**
- **Our distinguished Panelists.**
- **Distinguished Guests, Ladies, and Gentlemen.**

I join the Vice Chancellor in extending a very warm welcome to all our guests today as we host this important symposium on national transformation.

In a special way, I welcome our distinguished keynote speaker, Professor Vincent Anigbogu, and your wife, Peggy Anigbogu, to Makerere University.

We are privileged to host you as we deliberate on positioning Makerere to play a leading role in national transformation. Makerere University is in transition. Over the last year, we held several engagements celebrating Makerere's 100 years of impact. We now have the greatest honor and privilege to steer Makerere University and reposition it for the next century of increased societal impact and as a critical driver for national transformation.

Makerere, as the premier institution in the region, enjoys a prestigious position, albeit one that comes with great responsibility.

We are cognizant that the foundations of this great institution were laid at the expense of great resources and human effort; therefore, we, too, must carefully provide a secure and firm bedrock that those who come after us continue to build upon.

Based on this concept, our strategic plans have been developed. For example, the previous ten-year Strategic Plan (2007/8-2017/18, extended to 2019/20) sought to make **Makerere a center of excellence** in teaching, learning, research, and innovation in Africa.



Our current Strategic Plan (2020-2030) seeks to **consolidate Makerere's position as the global knowledge hub at the heart of Africa.**

The previous strategic plan sought to shift the University from teacher-centered instruction to learner-centered pedagogy to produce graduates with problem-solving skills and reflective abilities.

The previous plan placed a higher premium on research for knowledge production, while the current plan focuses on knowledge transfer, partnership, and networking. This replacement acknowledges that knowledge resides in the community, private, governmental, and non-governmental organizations.

The results of the strategic direction (2010 – 2020) were impressive. For example, for the first time in Makerere's history, the 60th Graduation Ceremony produced more female than male graduands. Although this record was by a slim margin of 50.4% compared to 49.6% for their male counterparts, it marked a shift, demonstrating that Government's affirmative action policy was finally paying off.

The wins continued in the form of increased collaborations with both international and Ugandan organizations in various areas, leading to various infrastructural developments such as the construction of the largest facility dedicated to computer science in sub-Saharan Africa, expansion of the university library by 8,000 square meters, construction of Central Teaching Facilities 1 and 2 now appropriately named the Frank Kalimuzo and Yusuf Lule Central Teaching Facility respectively, among others.

This era also signaled Makerere University's transition from a faculty-based to a collegiate system and improvement of research output. Research and Innovations were further boosted through enhanced collaborations with partners in the Global North and the establishment of African Centres of Excellence that attracted substantial research funding to the University.

With all these gains and more in hand, Council, through the current strategic plan (2020-2030), positioned Makerere as **a thought leader of knowledge generation for societal transformation and development**. This, it is envisaged, will be achieved through **providing transformative and innovative teaching, learning, research, and services responsive to dynamic national and global needs**.

Our blueprint undertakes to achieve these aspirations through four overarching goals, namely: A research-led university responding to national, regional, and global development challenges; Innovations in teaching and learning that respond to the changing environment; An engaged university with enhanced partnerships with industry, the community, and international institutions; and a professionally governed institution.

To help achieve our first goal of a responsive research-led university, Makerere will:

a) Create think tanks and gradually increase her engagement with industry, business, and other research users; b) Develop a framework for packaging and marketing research outputs for appropriate adoption and adaptation; and c) Use her new products and technologies to positively influence policy and address emerging

society needs.

Secondly, to ensure responsive innovations in teaching and learning, Makerere will:

a) Embrace a learner-centered curriculum that promotes participation, experimentation, and collaborative learning; b) Adopt a problem/community-oriented and competence-based learning approach that prepares the learner to tackle societal challenges; c) Gradually change the role of academic staff from lecturers to designers of learning experiences and environments that facilitate collaborative learning for students; and d) Mainstream Open, Distance and e-Learning (ODEL) to enhance access and address the increasing demand for higher education.

Thirdly, to ensure that Makerere remains engaged, we will: a) Enhance our partnerships with industry in order to leverage the experience therein; b) Prioritise the needs of the community in which we are located; and c) Increase and strengthen our collaboration with universities and other research institutions regionally and globally.

Fourthly, Makerere will strive to have institutional cohesion, networking, and transparency undergirded by transparent organizational development processes to ensure a professionally governed institution. This will be backed by prudent financial management and cost-effective and efficient student and staff support services.

Distinguished ladies and gentlemen, the above aspirations show that we are not only desirous but also fully committed to investing the time and effort that will enable



Makerere to continue playing a leading role in Uganda's development agenda.

We thank the Government of Uganda led by His Excellency President Yoweri Kaguta Museveni for his continued trust in and support towards Makerere's institutional development and human resource development and retention efforts.

In the same breath, we thank our Honourable First Lady and Minister of Education and Sports for her passion and dedication in ensuring that Makerere's unique needs continue to be advocated for and supported. Lastly, we thank our international and Ugandan-based development partners for their continued trust and support towards our institutional aspirations.

Thank you all for sparing time to join us today, and I look forward to the outcomes of today's deliberations to further guide us in our pursuit of national transformation.

I wish you all fruitful deliberations.

Lorna Magara

Chairperson, Makerere University Council

