



# **MUST** **Exclusive** Edition

**Professor. Pauline Byakika-**  
**KIBWIKA**  
**Takes the Helm as the 3rd**  
**Vice Chancellor of MUST**

**Read about her plans for MUST'S:**

- **Innovation, Academic and Research Focus.**
- **Vision and Leadership.**
- **Student Experience and Welfare.**

*For this and more in this exclusive Newsletter*





We are thrilled to present an exclusive interview with Professor Pauline Byakika Kibwika, the newly appointed Vice Chancellor of Mbarara University of Science and Technology (MUST). As the third Vice Chancellor and the first woman to hold this esteemed position, Professor Kibwika's leadership marks a significant milestone for the University.

In this insightful interview, Professor Byakika shares her vision for MUST and outlines her plans to further elevate the University's reputation as a leading institution in science and technology. We dig deeper into her insights on how she intends to align the University's goals with its core values and mission, ensuring that MUST continues to produce innovative and socially responsible graduates.

Don't miss this opportunity to gain a deeper understanding of the future of MUST under the guidance of its visionary new Vice Chancellor. Did you know that all the ladies in the race were Old Girls of Mt. St. Mary's College Namagunga? Enjoy the reading.

**Angella Nakato Musingo**  
**Communications Officer**  
**Office of the Vice Chancellor**

## MUST Social Media Team



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# Background

On March 3, 2024, Mbarara University of Science and Technology (MUST) issued a call for applications for the position of Vice Chancellor. The announcement attracted ten distinguished candidates from various fields and institutions, each bringing a wealth of knowledge and experience. Among these hopefuls were five finalists who emerged after thorough evaluations, showcasing their exceptional qualifications and visions for the future of the university.

In accordance with section 31 (3) of the Universities and Other Tertiary institutions Act 2001(as amended) and section 9.2 of MUST council Charter (2021), the University Council established the Vice Chancellor Search committee (VCSC) 2024 to undertake the initial process of filling the position of the Vice Chancellor position of MUST. The VCSC was composed of

two members from the University Council and 3 members from the University Senate.

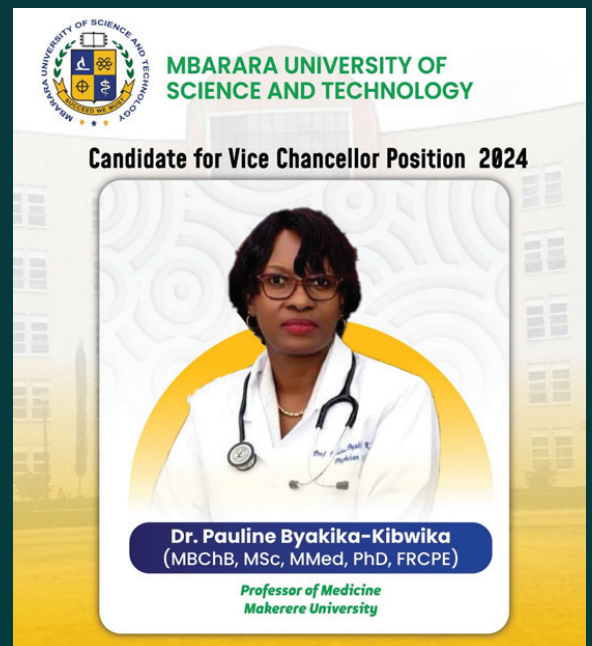
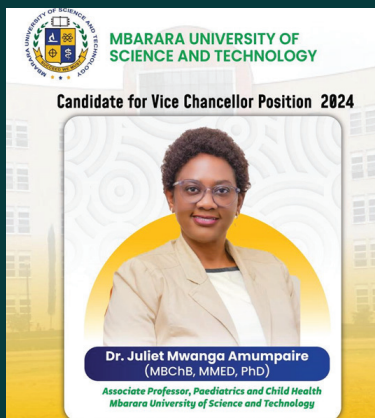
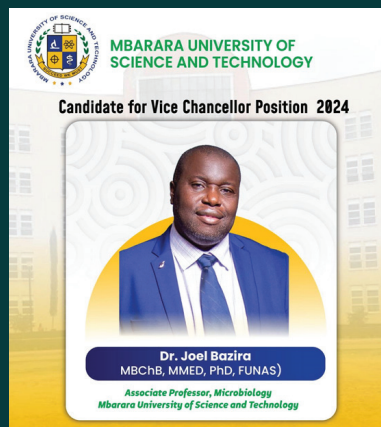
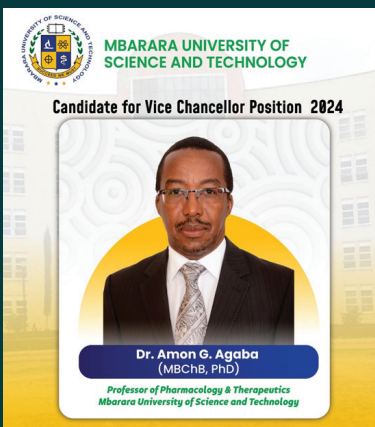
Dr Martha was appointed Secretary to the committee by the University Council following a recommendation from the search committee . External Advert No. 1/2024 Vice Chancellor The advert run from Monday April 1, 2024 and closed Tuesday April 30, 2024 at 5:00 pm EAT

11 candidates Applied 7 candidates qualified. the Search committee conducted a due diligence guided by Framework/Plan on all the candidates who passed stage 1 These considered Personality Emotional Intelligence, Leadership and People Skills Accountability and Personal Integrity. After this stage 2 candidates were dropped. Leaving 5 candidates for the race. These processed to stage two which was the Interview stage then The Public

Presentation.

The 5 candidates selected included; Dr. Amon G. Agaba, a Professor of Pharmacology & Therapeutics at MUST; Dr. Juliet Mwanga Amumpaire, an Associate Professor from the Epicentre Mbarara Research Centre; Dr. Lynnette Kyokunda, an Associate Professor in Anatomical Pathology at the University of Botswana; and Dr. Joel Bazira, an Associate Professor of Microbiology at MUST, Dr. Pauline Byakika-Kibwika, a Professor of Medicine from Makerere University with an impressive academic and professional portfolio.

The selection process was a rigorous journey of interviews, document presentations, and public forums, each step meticulously designed to uncover the candidate best suited to lead the university into its next era.





The Vice Chancellor Search Committee: Chaired by Prof. Philippa Musoke (in the chair)  
L-R: Dr Martha Kyoshaba Twinamasiko Secretary to Search Committee/ secretary to Senate, Dr Nabaasa Evarist( Senate Representative), Dr Stevens Kisaka Member(Council representative), Eng. Dr. Dorothy Okello member ( Senate representative), Dr. Medard Bitekyerezo (Council representative)

## Campaign for the public presentation

Prof. Amon G. Agaba

Dr. Joel Bazira  
(Ass. Prof)

Dr. Juliet Mwangi-Amumpaire  
(Ass. Prof)

Dr. Lynnette T Kyokunda  
(Ass. Prof)

Prof. Pauline Byakika-Kibwika

**Who is the next  
Vice Chancellor?**



# PUBLIC PRESENTATION FOR VICE CHANCELLOR CANDIDATES 2024



Dr. Amon G. Agaba  
(MBCNB, PhD)



Dr. Joel Bazira  
(MBCNB, MMED, PhD, FUNAS)



Dr. Juliet Mwangi Amunpoire  
MBCNB, MMED, PhD



Dr. Pauline Byakika-Kibwika  
(MBCNB, MSc, MMed, PhD, FRCPE)



Dr. Lynnette Kyokunda  
(MBCNB, MMed Anat, Path, FCPATH (ECSA), PhD)

Follow the event on:

<https://tinyurl.com/44ky5bwu>



MbararaUniversity



@MbararaUST



Mbarara University of Science and Technology

[vcapplication@must.ac.ug](mailto:vcapplication@must.ac.ug)



## MBARARA UNIVERSITY OF SCIENCE AND TECHNOLOGY



### D-day For the public presentation of the 3<sup>rd</sup> MUST-VC May the best candidate win.



MbararaUniversity



@MbararaUST



Mbarara University of Science and Technology

[vcapplication@must.ac.ug](mailto:vcapplication@must.ac.ug)



The search is on.  
who is the next VC come  
for public presentation,  
on 29/07/24?

# 2 DAYS TO GO



Dr. Amon G. Agaba  
(MBCNB, PhD)



Dr. Joel Bazira  
(MBCNB, MMED, PhD, FUNAS)



Dr. Pauline Byakika-Kibwika  
(MBCNB, MSc, MMed, PhD, FRCPE)



Dr. Lynnette Kyokunda  
(MBCNB, MMed Anat, Path, FCPATH (ECSA), PhD)



Dr. Juliet Mwangi Amunpoire  
MBCNB, MMED, PhD



MbararaUniversity



@MbararaUST



Mbarara University of Science and Tech

[vcapplication@must.ac.ug](mailto:vcapplication@must.ac.ug)



# MBARARA UNIVERSITY OF SCIENCE AND TECHNOLOGY

## VICE CHANCELLOR SEARCH COMMITTEE 2024

**PROGRAMME FOR VC CANDIDATES PRESENTATION** Monday July 29 at 2.00pm

Time	Activity	Venue / Location	Responsible officer(s)
9:00 am	Set up of Venue complete	GFL01 FAST Auditorium-Kihumuro Campus	Public Relations Officer
12:00 noon	Arrival of VC Search Committee, Inspection of Venue and Lunch for VC search committee	GFL01 FAST Auditorium-Kihumuro Campus	Academic Registrar / Secretary to the Search Committee
12:00 pm		Pharmbiotrac Board Room	International Relations Officer & Students Guild Speaker
1:00pm -1:20pm	VC Committee briefs VC candidates	Pharmbiotrac Board Room	Chairperson VC Committee
1:30pm-1:40pm	VC Candidates inspect the Venue	GFL01 FAST Auditorium - Kihumuro Campus	Chairperson VC Committee & Academic Registrar / Secretary to the Search Committee
1:45pm -1:50pm	VC Candidates pick numbers that determine order to presentation	Pharmbiotrac Board Room	Chairperson VC Committee
1:50pm	VC search committee take up their seats	GFL01 FAST Auditorium-Kihumuro Campus	Academic Registrar / Secretary to the Search Committee
2:05pm	Anthems (National and MUST)	GFL01 FAST Auditorium-Kihumuro Campus	Public Relations Officer
2:10pm	Prayer	GFL01 FAST Auditorium-Kihumuro Campus	University Secretary



# MBARARA UNIVERSITY OF SCIENCE AND TECHNOLOGY

## VICE CHANCELLOR SEARCH COMMITTEE 2024

**PROGRAMME FOR VC CANDIDATES**  
**PRESENTATION Monday July 29 at 2.00pm**

2:20pm	<p>Membership</p> <p>i. Academic Registrar welcomes the public then welcomes the DVC (F&amp;A) to recognize members present</p> <p>ii. DVC (F &amp; A) recognizes Members present- Council Chair, Council, Vice Chancellor, Members of Top management, Senate, MUST Staff, Vice Chancellors from other universities, Hospital Directors, MGH and any dignitaries around</p> <p>iii. DVC (F &amp; A) introduces Vice Chancellor Search Committee</p>	GFL01 FAST Auditorium- Kihumuro Campus	<p>Academic Registrar / Secretary to the Search Committee</p> <p>Deputy Vice Chancellor (Finance &amp; Administration)</p>
2:30pm	<p>i. Communication from Chairperson of the Search Committee</p> <p>ii. Ground rules for the Public Presentations</p>	GFL01 FAST Auditorium- Kihumuro Campus	<p>Chairperson VC Committee</p> <p>Member of the Search Committee</p>
PRESENTATIONS IN GFL01 FAST AUDITORIUM			
2:40pm -3:20pm	Presentation by VC Candidate 1		Chairperson VC Committee
3:30pm - 4:10pm	Presentation by VC Candidate 2		Chairperson VC Committee
4:20pm -5:00pm	Presentation by VC Candidate 3		Chairperson VC Committee
5:10pm - 5:50pm	Presentation by VC Candidate 4		Chairperson VC Committee
6:00pm - 6:40pm	Presentation by VC Candidate 5		Chairperson VC Committee
6:50pm	Closure of Public Presentation- Remarks		Chairperson VC Committee

**VC SEARCH COMMITTEE**  
**+256 (0) 485 660 584**

After a series of intense evaluations, it was Professor Pauline Byakika-Kibwika who stood out as the most compelling choice. Her exceptional performance in each stage of the selection process earned her the distinction of being appointed the 3rd Vice Chancellor of Mbarara University of Science and Technology—and notably, the first female to hold this prestigious position in the institution's history.

As Professor Byakika-Kibwika steps into her new role, she brings with her a promise of visionary leadership and a commitment to advancing the university's mission. Her appointment marks a historic moment for MUST, setting the stage for a future enriched by her expertise and dedication.



On August 2nd, 2024, a new chapter unfolded for Mbarara University of Science and Technology (MUST) as Professor Charles Lwanga Mark Olweny, the Chancellor, signed the instrument of appointment officially appointing Professor Pauline Byakika-Kibwika as the University's 3rd Vice Chancellor and the first female Vice Chancellor.

Professor Byakika brings a wealth of experience and a distinguished academic background to the MUST community. She is set to assume office on October 25th, 2024, for a five-year term, succeeding Professor Celestino Obua, who himself followed the founding Vice Chancellor, Professor Frederick Ian Bantubano Kayanja.

# Brief Background of Professor Byakika as a Leader

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**P**rofessor Byakika's impressive leadership credentials paint a picture of a seasoned administrator. Previously serving as the Head of the Department of Medicine at Makerere University College of Health Sciences (MakCHS) since 2019, she has a proven track record in various leadership roles. These include Director of Research for the Department of Medicine, Chair of the Scientific Research Committee, Head of the Infectious Diseases Unit, and numerous committee positions related to finance, academics, quality assurance, and student support and mentorship. We are excited to have the opportunity to speak with her about her vision for MUST. Professor Byakika brings a wealth of experience in Internal Medicine, Epidemiology, Public health and higher education leadership, and we look forward to learning more about her plans for the university. We were honored to have an interview with the New Vice Chancellor in relation to:

## Vision and Leadership

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**Angella: Good morning Prof. and congratulations upon your new appointment.**

Prof.: Thank you Angella, and I must say I am greatly honored and humbled about my appointment.

**Angella: Thank you so much for taking the time to speak with me today, despite your undoubtedly busy schedule. It is a great honor to have this opportunity to learn more about your vision for the university. With your permission I beg to start the interview**

Prof: That's a great start!

***If I may ask you what inspired you to apply for the position of Vice Chancellor at MUST?***

My inspiration is derived from my long term experience as a student, teacher and practitioner of science and technology in Uganda; having gained considerable understanding of the societal problems, witnessed significant changes and trends over the years, gained considerable knowledge and experience, and foreseeing the future as one with great opportunity in science and technology for socioeconomic transformation of communities; I am inspired to contribute, at a higher level as Vice Chancellor of MUST, the second largest public university in the country, to impact individual lives as well as communities and the country at large.



***What do you consider to be the greatest challenges and opportunities facing MUST today?***

As the second largest public university in Uganda, with special focus on Science and Technology, MUST has great opportunity, to train, augment research and innovation to address local problems and produce job-ready graduates with practical skills. MUST has great potential to grow, into a regional center of excellence, attracting brains from all over Africa and internationally.

The greatest challenge is inadequate infrastructure which requires urgent attention to meet demand and standards and facilitate academic excellence growth. The second big challenge is

inadequate funding for research and innovation.

***How do you plan to position MUST as a leading institution in science and technology in Uganda and the region?***

I will focus on the five core roles of MUST. These include teaching, programs that foster lifelong learning and leadership, opportunities to conduct impactful research and to innovate, and translation of findings through community engagement. I will focus on five strategic goals, namely: a) Governance, b) Academic Excellence and Integrity, c) Diversity, Equity, and Inclusiveness, d) Research and Innovation, and e) Outreach.



## Kindly share with us your first 100 days plan at MUST?

In the first 100 days of my tenure at MUST, I will focus on gaining a good understanding of the institution. I will visit and meet staff at the various institutes, faculties, departments, offices and learning centers and hubs. I will hold "listening sessions" (Town hall meetings) with members of the Governance Council, faculty, students, support staff, and alumni to understand the situation, identify challenges and potential solutions. I will use these sessions to explain my vision and to listen to views and suggestions to achieve my vision. I will seek from group ideas about "Quick Wins", defined plans that can be implemented within existing resource constraints towards the

vision for MUST. These sessions will give me a better understanding of the status and challenges at MUST from multiple perspectives, a bank of solutions from different groups, which I will utilize in the planning process with top management to make plans that immediately place MUST on a new trajectory of efficient, effective, responsive, and accountable governance and unity and team work. I view these listening sessions as the first strategy for plans to update the MUST strategic plan for the period 2025/2026-2035/2036, which will be formulated by establishing Working Groups to build on the major themes identified in the listening sessions.



## Innovation, Academic and Research Focus

*Given your background in public health, how do you envision integrating health sciences with other disciplines at MUST?*

It is important to promote interdisciplinary learning and practice for more effective learning that is closer to real life work scenarios. I will work with faculty to explore options and find the most suitable mode of integration, ensuring that core competencies are achieved through such mechanisms as mentorship and immersion of trainees in an interdisciplinary learning environment with practical and experiential learning opportunities.

This will require us to provide a supportive institutional learning environment, strengthen interdepartmental linkages and collaborations with other academic institutions locally and internationally, government ministries and departments and industry. We have opportunity to improve research training at doctoral and post-doctoral levels which can facilitate interdisciplinary learning and integration.



***What steps will you take to enhance research output and impact at MUST?***

***How will you ensure that MUST's research agenda aligns with the needs of the community?***

My vision is to greatly increase the quality, volume, and impact of research and innovation conducted at MUST. The current grant portfolio of the university supporting research and innovation suggests substantial room for growth. Low research funding constrains the staff capacity development program, quality of Masters and PhD training programs, impact of that research and ultimately the ranking of the University. I plan to emphasize my vision for Research and Innovation during my Governance listening tours to challenge the existing staff to up their game, to identify constraints to Research and Innovation that can be addressed through Quick Win projects and lay a foundation for transforming MUST into a competitive, attractive, and supportive environment for cutting-edge, priority research. I will implement this strategy by supporting interdisciplinary research and innovation aligned with the university research priorities. I will prioritize staff training in research methodology, data analysis and scientific and grant writ-

ing, including use of complex study designs. I will challenge trained staff to use their enhanced research skills to increase their publications and applications for grants. While the fear of rejection discourages some from attempting to publish or apply for grants, my mantra to the staff will be Hockey legend Gretzky's statement that "you miss 100% of all the shots you don't take". Thus, all staff will be encouraged to take a shot.

I will review the strength and capacity of the office supporting research and grants management and other related offices supporting research integrity, data analytics, science communication, legal issues, including intellectual property and take remedial action. This will include instituting proper guidelines, hiring support staff, and establishing strategic collaborations to ensure timely and efficient high quality grants submission, implementation, and closure of each successfully awarded grant. I will seek new opportunities to increase funding and capacity for research, including supporting the creation of private-public and local and international industry partnerships to enhance research conduct and management.



### ***How do you plan to support faculty development and research collaborations?***

As outlined above, I will support research collaborations through creating a conducive environment for research and innovation, training staff, and strengthening capacity of the office supporting research and grants management and other related offices supporting research integrity, data analytics, science communication, legal issues, including intellectual property rights.

My vision is to make MUST a work environment that nurtures staff and students as diverse, feel equally treated and included in all aspects of university life. I will promote this by ensuring that governance practices make MUST to be a workplace that is inclusive, respectful, and professional to all individuals, regardless of gender, religion, tribe, politics or other differences.

I will ensure that MUST is a place where faculty enjoy teaching, have the chance to develop a dynamic spirit of academic exchange, rigor, cooperation, and hard work with work-life balance. I will foster an environment where faculty feel supported to develop strong vibrant careers and are able to make a positive impact on the future generation. I will ensure equity and inclusiveness for administrative and support staff. These goals will be achieved by strengthening University where staff and student structures are empowered to deliver on this strategy as a core part of the University mission. The Governance initiatives outlined above, including listening sessions, digital web presence, will engender transparency where staff, faculty and student's voices are heard and civil discourse is encouraged, staff and student's welfare needs are met,

and students learning protected.

Because the threats to DEI stem from unconscious bias and stereotyping, I will seek a budget to support professional development opportunities for staff and faculty including tailored short-term training and professional coaching locally and abroad. I will encourage the review of MUST human resource manuals and policies to ensure that they address issues of DEI during recruitment, promotion, retention and retirement of staff. I understand that a positive DEI culture may require wider training, including the University Council, Senate, top management, academic, administrative and support staff. I will seek a budget to create a locally contextualized web-based course (with options for in person training) that can be delivered to the wider community to enhance DEI initiatives.

## **Student Experience and Welfare**

***What are your priorities for improving the student experience at MUST?***

***How do you plan to enhance student support services, including counseling, career guidance, students with impairments and financial aid?***

***What steps will you take to promote a conducive learning environment at MUST?***

Universities are expected to impart knowledge and skills at the highest ethics and professional standards, in their students so as to produce professionals who can perform consistently and reliably. My vision for academic excellence and integrity is informed by the need to ensure that the academic programs that are offered at MUST are not only relevant to national development but produce students who perform with a consistent and reliably high standard at their jobs.



Through my governance strategy, I will work with staff and students to strengthen the curricula, the implementation of a rigorous credentials platform, assessment on skills, tests and exams to meet the current and future industry skills needs and student study choices.

I will strengthen student and junior faculty mentorship, supervision and student support tailored to performance (above or below average students) to enable each group to achieve academic excellence. I will increase focus on student wellbeing and welfare, pass rates, student ethics and professionalism with a view of increasing class completion and graduation rates. One of the apparent needs of MUST is to increase the number of faculty with PhDs. I will seek to increase the number of admissions to graduate training programs and to strengthen the supervision of PhD training through current faculty or partnerships established with other universities as a strategy to increase the complement of our staff with PhDs.

I realize that some skills that are needed do not currently exist at MUST, e.g., financial technology (fintech), quantum computing, machine learning, robotics, and generative artificial intelligence (AI). I will facilitate the design of new interdisciplinary programs aligned with these newly identified areas to ensure MUST contributes to the current societal or industry demand in Uganda and globally. These programs may be established with partnerships with local and global universities such as Makerere, Busitema, Gulu or with outside universities in countries such as China, USA, Canada, Germany, Japan, South Korea, and others. In each case, I will support the development of appropriate mechanisms, including twinning, student and staff exchange, and technology transfer, sponsored scholarships and internship placements for practical acquisition of industry relevant hands-on skills that will increase chances of immediate employment of MUST graduates. Overall, my strategic focus on academic excellence and integrity will transform MUST into a regional center of academic excellence in Science and Technology to strategically target local, regional and international students and lay the foundation to increase its ranking nationally and globally.

Students' experience at the university should be one that attracts them to participate in alumni activities in future and act as ambassadors of the university upon graduation; hence must be made interesting, enjoyable, friendly, and memorable.

## University-Community Partnerships

***How do you see MUST engaging with the community to address societal challenges?***

***What strategies will you employ to strengthen partnerships with industry and government?***

***How can MUST contribute to the development of the region?***

I am a big believer in community engagement, accountability, and global visibility and impact. My views are informed by biblical wisdom enshrined in the simple statement "no one after lighting a lamp puts it under a bushel basket, but on the lampstand...". My Outreach strategy aims to highlight our plans to secure community and stake holder support and to share each success to maintain accountability as a public institution. My strategy aligns with the university mission to be a strong community actor and to contribute to local community solutions and socioeconomic transformation. I will strengthen outreach activities to better communicate the University programs in health, agriculture, environment and climate conservation, animal industry, petroleum engineering, and value addition chain; and the opportunities for training and work at MUST.

These activities will seek to attract and retain the best staff and attract the brightest students. I will facilitate the establishment of short- and long-term partnerships with industry, Government ministries, departments and agencies, and other universities to meet University priorities. I will utilize the enhanced digital solutions to increase the University's community engagement through web solutions.

A major component of outreach will be to expose MUST to outside experts. I will encourage the establishment of lecture series (VC Lecture Series), which will bring notable figures to MUST to share key professional career life experienc-

es. Similarly, I will encourage the sponsorship of accomplished MUST faculty to give invited talks at strategic meetings or institutions. These initiatives will increase the visibility of MUST and offer opportunities for cross-fertilization.

I understand that a large institute like MUST might have disparities across programs. Nonetheless, I will seek parity in outreach activities such that each program and its staff will have a chance to be spotlighted so their impact can be shared, and their ability to attract the best staff or students is enhanced.

## Financial Sustainability and Resource Management

*Given the current situation of budget cuts, how do you plan to ensure the financial sustainability of MUST?*

*What strategies will you implement to optimize resource utilization?*

*How will you balance the need for infrastructure development especially at Kihumuro campus with other priorities?*

While my knowledge of the budget for MUST is not optimal, I believe MUST has been under-resourced to deliver on its strategic plan 2020/2021-2024/2025. My priority will be to review the recent performance, identify weak areas and pause leakages in those areas. I expect the listening tours to help me identify the Quick Win areas where immediate re-allocation of budget might immediately strengthen MUST. Even so, I expect the funding outlook for the 2025/2026-2035/2036 strategic plan to be on the lower side. Thus, one of my priorities will be to work with top management to identify at least three "important and urgent" funding needs eg infrastructure development that can be communicated to the Governance Structure to seek a one-time funding increase, say by about 10%

over the base budget like "a moon shot" funding to support MUST's vision. I will prioritize communicating these funding needs to the University Visitor, the Chancellor, and the Minister of Education and Sports to seek their support for a one-time funding. These might include teaching facility needs, laboratories, or special capacity like establishing a "Research Sponsored Projects Office" or hiring top academics/Professors who can boost University standing. This request aligns with recent funding for research and innovation from the Government which allocated 1.8 billion USHS per year to MUST. I will seek a five-fold increase in research and innovation funding from the Government.





I will seek to diversify income streams for MUST to include private-public partnerships, fee for service relationships, university consultancy services and partnership with alumni/convocation.

**Your final word Professor.**

Any message to the MUST community?

I wish to thank MUST community for selecting me as the third and first female Vice Chancellor of this great institution. I am greatly humbled, honored and excited to join MUST and come with an open mind, energy and enthusiasm, looking forward to a great work relationship that will take MUST to greater horizons. My vision for MUST is to harness her potential to be a university that is ranked first nationally, to be in the top 50 in Africa, and top 2000 globally. I envision MUST that makes a strong positive impact in our community and beyond contributing to socioeconomic transformation. Succeed We MUST.

**Word from the other Four Candidates to the New Vice Chancellor**



With great enthusiasm I warmly welcome Professor Pauline Byakika, who has been appointed as the incoming Vice Chancellor of Mbarara University of Science

and Technology (MUST). As some of you may be aware, the journey to this point was marked by a rigorous search process, and I am honored to have been part of that process alongside Professor Byakika.

MUST, now 35 years old, was established as the second public university by the Government of Uganda with a clear vision to be a Center of Excellence in Science and Technology, through teaching, research and service to the Community.

Our University has faced its share of challenges, notably in securing sufficient government funding, which has negatively impacted human resources, infrastructure, service delivery, etc.

However, these challenges also present opportunities for growth and transformation. With an increasing demand for our academic programs, a strong research foundation, dedicated staff, and supportive alumni we have a solid platform to build on.

Professor Byakika steps into her new role with a mandate to address these challenges head-on and leverage the opportunities before us. Our stakeholders are eager for a Vice Chancellor who will strive for more funding, prioritize resource allocation amidst scarcity, promote meritocracy, equity, efficiency in administration, and enhance our university's image both physically and virtually.

My appeal to our new Vice Chancellor, is that being the Physician of her caliber, the four guiding principles of medical ethics i.e. Justice, Beneficence, Non maleficence and Autonomy, may still be fundamental in her new role.

As we move forward, I urge all stakeholders—faculty, staff, students, alumni, and partners—to extend their full support to Professor Byakika. Together, we can navigate the path ahead with renewed energy and commitment. Let's collaborate to uphold the vision, mission, and values of MUST towards a prosperous future.

Succeed we MUST. For God and my Country.

**Professor Amon G. Agaba**

Congratulations to Prof. Pauline Byakika Kibwika on Her Appointment as Vice Chancellor of Mbarara University of Science and Technology.

As a candidate in the recent Vice Chancellor selection process, I would like to extend my warmest congratulations to Prof. Pauline Byakika Kibwika on her appointment as the new Vice Chancellor of Mbarara University of Science and Technology (MUST).

I welcome Prof. Byakika to MUST and wish her all the best as she embarks on this important journey. Together, let us support her in achieving our shared goals for the university and the communities we serve.



***What do you think should be her priorities at MUST?***

Thank you Angella for that question. I trust that Prof. Pauline Byakika Kibwika has a plan she must have had a vision while applying, I kindly request we give her a chance to execute her plan

**Assoc. Prof. Joel Bazira**



Congratulations on Your Appointment as Vice Chancellor of MUST  
Dear Professor Pauline,

I extend my sincerest congratulations on your appointment as the new Vice Chancellor of Mbarara University of Science and Technology (MUST). This is a momentous occasion for the university, and I am confident that your leadership will propel MUST to new heights in the areas of innovation, Research, and academic excellence.

As Vice Chancellor, I ask that you be objective, fair, and open-minded, and promote a good working environment that motivates all staff to thrive and excel in their service delivery.

As a fellow Old Girl of Mt. St. Mary's College Namagunga, someone who has already had research collaboration with you I have witnessed firsthand your exceptional leadership qual-

ities.

Your commitment to excellence and your ability to inspire others will undoubtedly be invaluable assets in your new role. I am confident that under your guidance, MUST will continue to shine.

I wish you all the best in your new endeavors.

*Thank you, Dr. Juliet, for this beautiful message to Prof. Pauline. During the public presentation. You had brilliant ideas like increasing MUST's visibility, working in harmony with the staff and faculty, engaging the alumni, and prioritizing students' needs among other factors. What do you think Prof. Pauline should consider first in her first 100 days as a vice chancellor?*

Thank you, Angella. I believe when she comes in, her priorities will be determined by the situation on the ground. She has a dream and plan for MUST. Let her embark on taking MUST to the next level, and I am available to support and continue to collaborate with her as the Vice Chancellor.

Succeed We MUST!

**Assoc. Prof. Juliet Mwanga**



Dear Professor Pauline, Please accept my warmest congratulations on your appointment as the new Vice Chancellor of Mbarara University of Science and Technology. This is a significant achievement, and I am confident that your leadership will bring great success to the university. As you embark on this new journey, I encourage you to reflect on the words of Proverbs 3:5-6: "Trust in the LORD with all your heart, and lean not on your own understanding; in all your ways acknowledge Him, and He will direct your paths."

May the Lord guide you in all your endeavors, and may your tenure as Vice Chancellor be marked by wisdom, compassion, and achievement.

With best wishes, **Dr. Lynnette Kyokunda**

## My Opinion to the New Vice Chancellor (staff)



**Dr. Moses K. Mpeirwe**, Department of Medical Laboratory Science Microbiology and Parasitology

Thank you Angella, I trust you are experiencing good energies. The following would be my prayers to the new VC:

1. Infrastructure development and renovation; critical emphasis should be on teaching laboratories and IT facilities.
2. Faculty development and recruitment by attracting and retaining qualified personnel and deal with brain drain.
3. Establish research centres, Foster partnerships and collaborations with industry and international partners.
4. Should focus on Entrepreneurship and innovation; fund incubation and innovation hubs.
5. Finally, align the university strategic plan to the National Development Plan.

I thank you for giving me the opportunity to share my humble thoughts!



**Dr. Cleophas Karooma Kansiime**, Deputy Dean Faculty of Interdisciplinary Studies.

Of course I have to sound selfish on this question. Faculty of Interdisciplinary studies would love to enjoy inclusiveness in MUST priorities. Interdisciplinary means moving beyond disciplinary borders and working together to avoid silos. A new vice chancellor should prioritize fostering an inclusive and supportive campus environment for all the faculties. This includes enhancing student mental health services, promoting diversity and equity initiatives, and improving communication between administration and the student body. Additionally, focusing on academic innovation and sustainable practices can help elevate the institution's reputation and long-term success.



I think confidence building among staff and inclusive leadership. Every member should be responsible for his job

**Dr. Emmanuel Munyarugero, Faculty of Medicine Department of Anaesthesia**



The new VC should immediately look at workers welfare and motivation. Lack of pro-rata is a challenge especially among academic staff.

**Julius Taremwe, Faculty of Applied Sciences and Technology Department of Electrical and Electronic Engineering.**



I think the priority is to renovate and re-equip all the university labs, but the computer labs are in a very bad state, a better learning environment for us lecturers and learners will be the best for MUST.

Let the kihumuro FCI building to open. And transportation **Dr. Ruth Nakato from the Faculty of Computing and Informatics.**



**Mary Amongi Senior Assistant Academic Registrar**

Thank you, Angela, for this opportunity to share my perspective on how the Vice Chancellor can prioritize improvements during her initial tenure.

Here are my recommendations:

**Enhance Student Facilities:** Renovate and upgrade student hostels, focusing on washrooms and overall comfort.

**Invest in the repair and modernization of deteriorating teaching facilities,** particularly in the Faculty of Science, including lecture rooms and washrooms.

**Implement a top notch Academic Information Management System:**

Develop a comprehensive system that effectively supports the needs of the Academic Registrar's office and the entire university community.

**Address Furniture Shortages:** Ensure adequate furniture is available in all lecture rooms to enhance the learning experience for students.

**Resolve Water Challenges:** Prioritize addressing the water shortage in Kihumuro to guarantee a conducive learning environment.

**Optimize Staffing Levels:** Evaluate staffing levels in departments that are understaffed but experience high workloads. Implement strategies to address these imbalances and ensure efficient operations.



**Natukunda Phionah, Records Assistant**

Madam Angela, I wish to thank you for reaching out to me for my opinion. I am honored to be included.

However, as a newly appointed staff member, I am still becoming acquainted with the university's current priorities, challenges, and initiatives. I would not want to provide an uninformed perspective.

Instead, I would like to take this opportunity to learn more about the university's goals

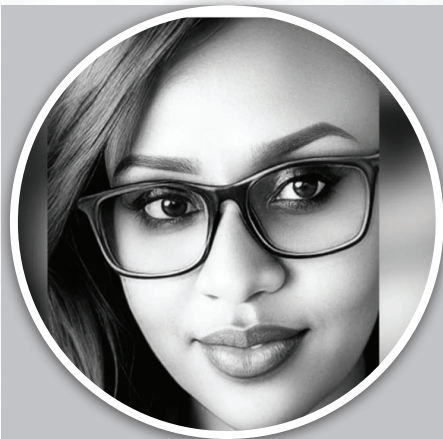
and existing priorities. I appreciate your understanding and look forward to contributing meaningfully in the future.

Warmest congratulations on your well-deserved appointment, our dear Vice Chancellor. May your appointment mark the beginning of an exciting era of progress, excellence, and positive change. I wish you the freedom to chart your course, pursue your objectives, and leave an indelible mark on our university's history.

In my view, I would like the new Vice Chancellor to prioritize creating an enabling teaching and learning environment. This involves investing in modern infrastructure and ensuring that there are sufficient teaching materials and equipment available.

Additionally, I believe it is essential to improve staff welfare by implementing fair promotion policies, providing comprehensive medical insurance, and ensuring adequate staffing levels.

**Gyaviira Tumusiime Kasule  
Chairman NUEI MUST branch**



**Tuhamize Barbra Department of Microbiology**

As a microbiologist, I believe the new Vice Chancellor should prioritize enhancing research and innovation, particularly in areas like antimicrobial resistance (AMR), while promoting interdisciplinary collaboration. Partnering with other univer-

sities both locally and internationally will highly strengthen research capacity and broaden the impact of the university's work. Aligning with Sustainable Development Goals (SDGs) and fostering research commercialization will further help the university address key health and environmental challenges while driving regional development.

I wish the new Vice Chancellor establishes a centralized Disability and Special Needs Support Center. Such a center would be invaluable in providing comprehensive support services for students, staff, and faculty with disabilities. By ensuring accessibility and inclusivity in infrastructure, digital resources, and learning materials, the center can create a more equitable and inclusive campus environment.

Additionally, developing and implementing disability-inclusive policies, offering training and awareness programs, fostering partnerships, advocating for disability rights, and conducting research will contribute to a more supportive and understanding university community. Like we say Disability is a mindset, succeed we MUST.

**Stella Dusabe Dean of Students  
Office Coordinator PWDs**



**Dr. Jeninah Atwebembairwe Faculty of Science Department of Biology**

Thank you Angella in my opinion I wish the New Vice Chancellor Prioritizes the following :



1. **Staff Wellness:** Prioritize the health and well-being of all staff members. Implement comprehensive health insurance plans to enhance productivity and morale.
2. **Staff Promotion:** Establish clear promotion policies and procedures to recognize and reward outstanding contributions from both teaching and non-teaching staff. This will help retain valuable talent and prevent attrition to competing institutions.
3. **Infrastructure Improvement:** Allocate resources to address infrastructure deficiencies, especially at the town campus. Expand classrooms to accommodate growing student numbers and invest in modern, well-equipped laboratories to meet the needs of both domestic and international students.
4. **Gender Equity:** Promote gender equality in leadership positions within the university. Encourage and support women to advance into management roles, challenging traditional biases and creating a more inclusive environment.
5. **Collaboration and Support:** As an academician, women's leader, and Mother's Union president of Ankole Diocese, I pledge my full support to the new Vice Chancellor in her efforts to advance the university.



I would like to extend a warm and wholehearted welcome as you step into your new role as the VC of MUST. We are excited about the journey ahead and are confident that your vision, leadership, and experience will guide us to even greater heights.

I look forward to more collaborative efforts as we continue to transform and attain our goals. I believe your fresh perspective will inspire new opportunities, growth, and excellence.

As you embark on this new journey I expect to see: Better working relationships between management and staff better working relationships among all staff categories (teaching, administrative, intermediate) the more we work together the better the services we offer to students.

Improved facilities (teaching spaces and accommodation facilities) you being the first female VC I hope you will champion the cause for women by promotion of a favourable work and study environment (e.g. having day care facilities for nursing mothers etc)

Please know that the Dean of Students department is fully committed to supporting your efforts in promoting student success and well-being. We are eager to work alongside you to continue fostering an inclusive and dynamic environment for all and the best possible holistic experience for our diverse student body.

Welcome aboard, and here's to a successful tenure!

Succeed we MUST

**Maureen Kahima Twongirwe**  
**Deputy Dean of Students/Gender Focal Person**

# My Opinion to the New Vice Chancellor (STUDENTS)



## MUDONDO HOPE, YEAR IV MLS

As an undergraduate student, who has a lot of enthusiasm in research and academia related field, this is my thought:

**Research Infrastructure Development:** Enhance laboratory facilities, libraries, and digital resources to support cutting-edge research most especially in the undergraduate programs.

**Interdisciplinary Collaboration:** Foster partnerships among departments, faculties, and industry stakeholders to promote innovative research projects and then create more awareness among students and staff.

Attract and retain top researchers through competitive funding, mentorship programs, and career development opportunities, like the most career fair which was held recently, such activities should really be part of the university program more frequently.

**Research Funding and Grants:** Establish strategic relationships with funding agencies, governments, and private organizations to secure grants and sponsorships as this can give people knowledge, skills, and also improve their ways of life, and also bring this culture down even to the non post graduate students.

**Research Capacity Building:** Provide training and workshops for researchers and upcoming researcher students to enhance their skills in research design, methodology, and publication and other related skills.

**Innovation and Entrepreneurship:** Continue encouraging a culture of innovation, supporting start-ups, spin-offs, and social enterprises emerging from university research.

**Community Engagement and Outreach:** Foster partnerships with local communities, industries, and governments to ensure research relevance and impact through carrying out maybe medical camps, under MUST, sensitization camps etc.

That's my thought .



## Muganzi Patrick Faculty of Interdisciplinary studies BSAL 2

The new Vice Chancellor's main priorities seem to be focused on the faculty of interdisciplinary studies. These priorities include addressing campus infrastructure and facilities, such as repairing sockets, adding more lecture facilities and seats to accommodate the larger number of enrolled students, and managing information technology infrastructure and support. The

latter involves providing students with reliable Wi-Fi, offering more training on e-learning, and ensuring that enrollment can accommodate classes with larger student numbers. Additionally, the Vice Chancellor aims to improve basic science, particularly addressing the state of basic health facilities at the Town campus. The current condition of the washrooms is not only alarming but also poses a health risk to students.

**AYESIGA MARVIN II year Medical lab Science**

A Warm Welcome to Our New Vice Chancellor: Prioritizing Student Welfare. As we extend our heartfelt congratulations to our newly appointed Vice Chancellor, we, the student body, are filled with optimism and hope for the future of our great university. This marks a new chapter for us, one where the focus on student affairs is more crucial than ever. As students, we strongly believe that the well-being of our community should take center stage. The health unit, a cornerstone of campus life, is in dire need

of improvement—starting with the provision of a fully functioning university ambulance so that emergencies handled swiftly and efficiently. In addition, the university's infrastructure is in need of immediate attention. The buildings, which are central to our daily academic and social experiences, require urgent renovation to create a conducive environment for learning and development. We are confident that under the leadership of our new Vice Chancellor, these pressing issues can be addressed. Together, we can work toward a brighter, more supportive future for all students.



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