

The Schools

“The schools are the heart and soul of the university. The schools ensure relevance and quality of university teaching and determine the quality of the university “product”, that is the graduate.”

(Professor J. M. Kasenene, Vice-Chancellor MMU)

The selection and scope of a university’s schools reflect its strategy and positioning. MMU was founded with 4 academic departments which grew eventually into schools, and a 5th school was added in 2011. The schools keep evolving as the university looks for a balance between the required staff capacity, equipment particularly for science subjects, and demand from potential students.



From left to right: The first heads of academic departments , later Deans of Schools: (From left to right: Professor Arsen Semana (Agriculture), Mr Andrew Mugenyi (business), Mr. Rwaka Sylvester Adyeri(Education), Dr. Mugenyi Kizito (Health Sciences)

This chapter starts with a brief overview of the administrative departments that serve as the back-office for MMU’s schools.

The chapter then presents each of the five current schools of MMU: Agriculture and Environmental Sciences; Business and Management Studies including public administration and community development; Education (teachers’ training); and Health Sciences including (since 2012) Nursing and Midwifery; and last but not least Informatics and Computing.

Building service culture: administrative offices

Office of the Registrar Academic (RAC)

Purpose: Ensure high service quality for students and parents/guardians along the academic study cycle; lead the deans (incl. director PGSR).

Organisation: The Registrar Academic (RAC) chairs the deans' forum and oversees 6 Assistant RACs in charge of Admission & Registration, Examination, Transcripts and specific schools respectively.

Staff members 2015: Dinah Kabazira, Gladys Kakara, Grace N. Nyakahuma, Robert Kisubi, Ssaku Steven, Tom Kiiza, Veronica Kabasomi-

Office of the Registrar Administration (RAD)

Purpose: Provide impeccable working environment (maintenance, hygiene, transport, security) at MMU premises, in particular Lake Saaka Campus and Kabundaire Campus.

Organisation: The Registrar Administration (RAD) leads three units; estates with custodians, drivers, cleaners and guards; planning and development unit (PDU) for mobilisation of funds and coordination of partnerships and Marketing & Communication.

.



Picture (left to right): Tigambirwa Joseph, Kasaija Julius, Birungi Sarah, Asiimwe Grace, Mugenyi Patrick, Nkrumah jimmy, (not in pic: Tumusabe Acleo, Tusiime Beatrace, Nabbadduke Saida, Kasaija Clovice, Tugume Nelson, Muhumuza Elijah, Kabasiita Judith, Rugaaju Jethro, Moses Luwandagga, Asaba Fred, Kemigisa Edronah, Mabiito Theopista, Amanyire Grace, Musinguzi Godfrey, Tito Winyi, Karamagi Johnson, Tulihumura Enock ,Asaba Noah, Kyalimpa S, Tusiime Robert B., Rwabwera Samson, Bagonza

Selvaste, Eric Sekitoleko, Chris Aheebwa, John Jegede, Diana Kyaligonza)

Office of the Registrar Finance (RF)

Purpose: Handle all financial transactions of MMU and document them accurately, manage MMU bank accounts and produce annual budget as well as financial statements

Organisation: Led by a Registrar Finance and his deputy, the Senior Accountant, the office is organised in 4 sections: Planning and Development (budgeting); Revenue; Payments; Procurement and stores.



Picture (left to right): back-Birungi Allen, Alimungiza Constantine, Junior Ali, Kubaaza Justine, Kyomugaso Emily. Front-Kama-tungo Molly, Yunus Kakungulu, Tibisimwa Irene, Sr. Stella Kanyunyuzi, Kisembo Hillary (not in pic: Aliija Ronald)

Office of the Human Resource Director (HRD)

Purpose: Custodian of the Human Resource Process (Recruitment, Induction, Development, Exit); keeping comprehensive staff files, being secretary to the staff development committee, preparing meetings of the appointments board, handling disciplinary issues and advising MMU on legal matters.

Organisation: The Human Resource Director is supported by one officer; they are located in Saaka.

Staff members 2015: Kansiime Harriet, Mukundane Vincent.

The “heart and soul” for academics: the library

Even before MMU was licensed, the founders had reached out to partners in Uganda and abroad for donations of books and computers to equip the library. In February 2004, the Uganda Book Project on behalf of the Omukama of Tooro donated the first 100 books.

Today, the library is located on the ground floor of the Saaka campus and offers up-to-date text books for most of its subjects as well as e-journals – thanks to VLIR-IUS – as well as an internet-connected computer-cum-reading-room.

The library team which offers its services 7 days a week during the 17 weeks of semester-‘business’ (lectures and exams), is led by Sister Margret Katuutu.

School of Agriculture and Environmental Sciences

Founding year:	2005
Courses offered in founding year:	Bachelors in Horticulture with Entrepreneurship
Staff members in founding year:	4: Dr. Arseni Semana (Acting Professor); Mr. Yusuf Ssessanga (Assistant lecturer), Mr. Okello Robert (teaching assistant); Mr. David Magumba (teaching assistant)

School leadership (2005 – 2007 Head of Department, since 2007 Dean)

2005 – 2010	Professor Arseni Semana
2010 – 2013	Dr. John P. Kagorora
2013 – 2015	Dr. Adalbert Aine-Omucunguzi
Since 2015	Dr. David Magumba*

* From Academic Year 2015/16, the school will merge with the School of informatics and Computing as the School of Applied Sciences and Technology (SAST). Head of department for agriculture & environmental sciences is Mr. Zachary Bahizi (since 2011).

Spotlight: The AfroMaison Project

The AfroMaison Project (2011-2013) brought together 14 universities and research institutions from Africa and Europe, including MMU. The project aimed at developing integrated natural resource management approaches. MMU carried out field research for the Albertine Rift Valley.

MMU staff participated in AfroMaison consortium meetings in France, in South Africa and in Burkina Faso. Through the project, MMU staff were invited to a capacity building workshop in Djerba, Tunisia. This was an introduction to companion modelling by a French research organisation (IRSTEA). This training prepared the ground for what later came to be Mpan'game. This is a game that excites, provokes critical thinking, promotes dialogue and prepares all stakeholders to make a resilient strategy for integrated natural resource management (INRM).

Subsequently, MMU-staff spearheading the Mpan'game have been invited as trainers/consultants and guest-lecturers to France, Belgium and Kenya.

Partnerships, research and community outreach

The School is the core partner of the VLIR-IUS project. 4 members are pursuing PhDs at University of Ghent of Leuven, Belgium, in the fields of water, soil, aquaculture and dairy development.

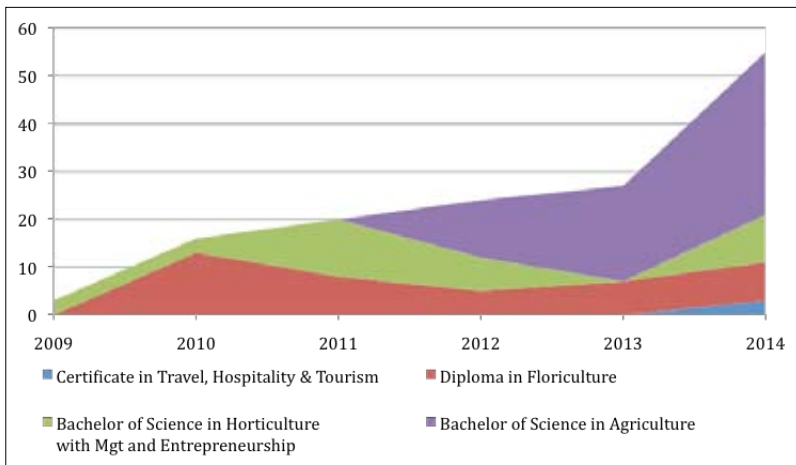
The School also participates in capacity building for dairy farmers and processors in the Rwenzori region. The program is carried out through Kyembogo Dairy Development Center (KDDC, Kabarole district). The project also collaborates with international companies Kemin and Pako.

The School also oversees a poultry model farm in MMU's Kijwiga Outreach Centre in Kyenjojo district. Furthermore, the School participates in the Belgium-funded AFRISLIDE project. The partners, including Makerere University, study the causes of and measures against landslides.

In 2011, the School carried out MMU's first research project on cultivating Artemia in the (salty) Lake Katwe (Kasese district). Artemia serves as input (fish feed) for aquaculture.

The Austrian partnership Program (APPEAR) has helped in developing the curriculum for a Masters' course in Agro- Ecology.

Number of Graduates, 2009-2014



Staffing

- 15 academic staff: 3 PhD, 10 Masters (out of which 4 PhD candidates), 2 Bachelors
- 4 support staff, including Kijwiga project manager

Facilities

Purpose	Facility	Location	District	Funded by
Aquaculture / Artemia	Laboratory	Lake Saaka Campus	Kabarole	VLIR-IUS (Belgium)
Water Quality	Green-house			VLIR-IUS (Belgium)
Horticulture				NUFFIC Horticulture Project, FIDUGA (Netherlands)*
Poultry	Training centre	Kijwiga	Kyenjojo	Kemin
Dairy Development		Kyembogo Dairy Development Center (KDDC)		
Soil Sciences	Laboratory	Lake Saaka Campus	Kabarole	McLeod Russel (India/ Uganda)

* The Nuffic Project also funded the building that houses all above laboratories.

Study courses

- 1 Masters in Agribusiness (submitted to NCHE awaiting accreditation)
- 3 Bachelors of Science (3 years): Agriculture; Horticulture with Entrepreneurship; Agribusiness (submitted to NCHE awaiting accreditation)
- 1 Bachelors of Environmental Management (3 years) (submitted to NCHE for accreditation)
- 2 Diplomas (2 years): Tourism, Travel and Hospitality; Floriculture
- 2 Academic Certificates (1 year): Tourism, Travel and Hospitality; Floriculture

Spotlight: Directorate for Postgraduate Studies and Research

The School of Business and Management Studies was the first to develop postgraduate courses; led by Mr. Mark Kaija and Mr. Andrew Mugenyi.

In 2012, MMU decided to form the Directorate for Postgraduate Studies and Research to manage the delivery of – today - 10 postgraduate courses across all schools. At the same time, DPGSR is increasingly responsible for coordinating partnerships and research projects. MMU's "flagship" research is an evaluation of financial literacy trainings a project co-funded by GIZ and Kiel Institute (Germany).

The DPGSR team is led by Dr. Moses Muhumuza. It is envisioned that DPGSR will grow into a postgraduate school and a research institute.

School of Health Sciences (SHS)

Founding year:	2005
Courses offered in founding year:	Bachelors of Science in Public Health
Staff members in founding year:	2: Dr. Mugenyi Kizito (Assistant Lecturer), Mr. Muhindo Richard (Teaching Assistant)

School leadership (2005 – 2007 Head of Department, since 2007 Acting Dean)

2005 – 2007	Dr. Mugenyi Kizito
2008 – 2010	Mr. Mathias Tumwebaze
2011 – 2013	Mr. John Rubaihayo
2013	Mr. Jotham Bamuhiga
2013 – 2014	Dr. Fr. Tom Kiiza
Since 2014	Ms. Diantha Hodges

Departments and study courses

The school has 2 departments:

- Public Health: HoD Kamukama Robert (MPH);
2 Courses (Masters in Public Health, BSc Public Health)
- Nursing & Midwifery: HoD Clement Munkuiko (BSc Nursing, Masters-candidate);
3 Courses (Diploma in Nursing, BSc in Nursing, BSc in Midwifery)

In 2014, MMU appointed Mr. Robert Kisubi as Assistant RAC in charge of SHS.

Vote of thanks

MMU warmly appreciates the invaluable support that professionals from other institutions offered to building the school of health sciences, particularly creating department of nursing and midwifery: Mr. David Mporampora (Christ AID), Dr. Richard Mugahi (District Education Officer), Dr. Olaro Charles (Director-Health Sciences FP Regional Referral Hospital), Sr. Joy Kaganda (Principal of Virika Nursing School), Sr. Jannet Kasozi (MUST), Mr. Atugonza Martin (HoD IT-MMU)

Partnerships, research and community outreach

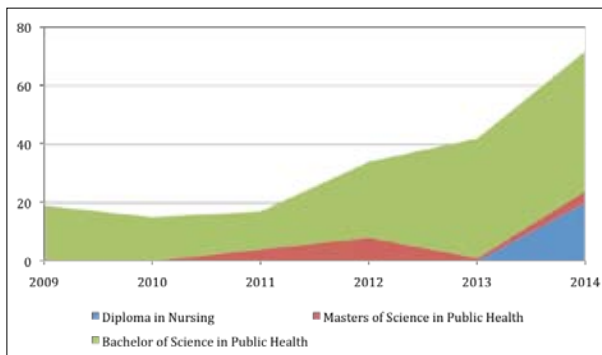
In 2015, the School completed a multi-year project with the NGO HEWASA, which has conducted research and training in the region to improve sanitation (with latrines and solid waste management) for prevention of diseases.

The young Department of Nursing and Midwifery (constituted in 2014) has entered a partnership with the NGO Knowledge for Change which offers training and support for the new midwifery program, helps resource regional hospitals to better address maternal/child health issues and improves the clinical training sites for the students.

The School emphasizes the complementary nature of its courses for people who are employed (or self-employed) with the health facilities of the Rwenzori region. Hence, students pursue their paid occupation during the week and study on weekends. Furthermore, the School leads in the development of distance learning. This has attracted many international students, particularly from Nigeria, who have enrolled for the BSc Public Health.

MMU pursues a vision for a community clinic, for which partners like Christ AID have already contributed equipment. Furthermore, the School in partnership with University of Salford (Chair of Professor Louise Ackers) organizes exchange between British and MMU students of health sciences and nurses.

Number of graduates, 2009-2014



Facilities

Purpose	Facility	Location	District	Funded by
Skill building	Practical Room for Nursing training	Lake Saaka Campus	Kabarole	Salford University
Community service	X-Ray Unit	Lake Saaka Campus		ChristAID



“Early 2005, I was an S6-leaver on long vacation. I was looking for a job and hence took my application to the new MMU. I didn’t expect a white collar job but maybe to be made a cleaner. Instead I was lucky to be recruited as a library clerk because Professor Davey (then the Vice-Chancellor [VC]) assessed me to be trainable due to the little knowledge I had about computer applications. Subsequently, Professor Davey and his wife Kathie took a lot of time training me in MS ACCESS, the database program which was used to record MMU’s library books.

Under the leadership of VC Dr. Davey and DVC Dr. Semana, salaries were not all that exciting but there were opportunities for staff development at full-cost scholarships. My most exciting moment was when Dr. Davey got me a sponsor for me to enroll for a Bachelors Degree. MMU was indeed a home and a community to serve in! Under the leadership of VC Dr. Nisbet and DVC Dr. Semana, I liked the fact that retention of quality staff was given high priority, e. g. through streamlining salary scales according to qualifications and years of experience.

I am proud of MMU for its great achievements over its first decade, in particular its infrastructure development and various strong collaborations with international partners, as well as its insistence on always paying staff salaries on time.

My message to staff who join today is to follow the glory of MMU by having respect and value for one another, and to draw on the experience of long-serving colleagues as we embark on new ideas to realize MMU’s original goals. “

Scovia Mbabazi

Administrative Assistant – Library (2005 - 2008)
 Coordinator, Distance-Learning SoE/SOIC (2009 - 2010)
 Coordinator, Distance-Learning SHS (2010-2013)

School of Education (SoE)

Founding year:	2005
Courses offered in founding year:	Diploma in Education (Grade 3 teachers); Bachelors in Education (Primary)
Staff members in founding year:	2; Mr. Rwaka Sylvester (lecturer), Mr. Edmond Kagambe (Asst. Lecturer)

School leadership (2005 – 2007 Head of department, since 2007 dean)

2005	Mr. Rwaka Sylvester Adyeri
2005-2007; 2010-2011	Dr. Edmond Kagambe (Ph.D through MMU staff development)
2007 -2008; 2011-2012	Dr. Moses Muhumuza (Ph.D through MMU staff development)
2008 -2010; 2012-2013	Mr. Kintu Mugenyi
2013 – 2015	Mr. Kaahwa Mark
since 2015	Dr. Rwaka Sylvester Adyeri

Since 2011, the school has 2 departments: In-Service and Pre-service. The former is headed by the dean, the latter is headed since 2013 by Ms. Kabasiita Jessica.

Partnerships, research and community outreach

SoE has organised MMU's largest community outreach program, training hundreds of head-teachers through short courses across the districts of the Rwenzori region. Since 2014, SoE has pioneered delivering its courses through distance learning centres in Kijwiga (Kyenjojo), Hoima and Nebbi (West-Nile). This has been partly financed by the VLIR-IUS project.

Since 2014, SoE in partnership with the Confucius Institutes offers short-courses in Chinese language.

Study courses

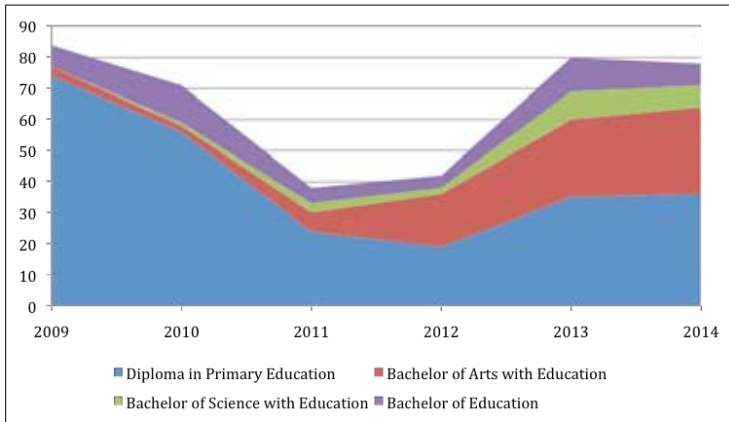
1 Masters in Educational Leadership and Policy

4 Bachelors' (3 years): BSc with Education, BA with Education, bachelors of Education, bachelors of Journalism & Mass Communication

1 Diploma (2 years): Primary Education

Courses in Early Childhood Education, Councelling and Computer Sciences in Education are being developed.

Graduates by study courses, 2009-2014



“When I was first considered for work at Mountains of the Moon University (MMU) as Lecturer I thought that starting and developing a University was so easy to achieve. My first week of work experience at MMU took me by surprise! All five Schools sharing the same office on the same table challenged me to work hard and make MMU a better place to live in. The first ten years [2005-2015] of the development of the university have focused on building structures, systems, strategies and style. The functions of strategy/action planning, structures and systems have been the hardest and the proper concern of all of us as leaders because they involved dealing with physical and technological challenges.

Being a leader at different levels of MMU-management during this period has been such a diverse, challenging and worthwhile experience that I really feel it is the right course for me. It is a vocation for people who are practical, conscientious, hardworking and reliable, and who find it easy to quickly establish good, trusting relationships with new people.

As Deputy Vice Chancellor I have to inspire confidence and support among the staff to develop policies, systems and structure that can move MMU forward. Professor Patrick Davey inspired me to take this journey to a destination I would not have aimed at by myself.

The second decade should focus on building staff knowledge and skills, infrastructure, shared values and norms, and these I presume will require a subtler mode of management as they deal with people. “

Dr. Edmond Kagambe,

Teaching Assistant, 2005

HoD Education 2005-2007

Study leave (PhD from Kenya), 2007-2010

Dean, SoE, 2010-2011

DVC, since 2011

School of Business and Management Studies (SBMS)

Founding year: 2005

Courses offered in founding year: Bachelors, Diploma and Academic Certificate in Business Management and in Public Administration respectively

Staff members in founding year: 2; Mr. Andrew Mugenyi, Mr. Moses Mpmazo

School leadership (2005 – 2011 Head of department, since 2011 dean)

2005 – 2009 Mr. Andrew Mugenyi

2009 – 2010 Mr. Moses Mpmazo

2010 – 2011 Mr. Mark Kaija

2011 – 2012 Mr. Andrew Mugenyi

Since 2013 Dr. Oliver Schmidt

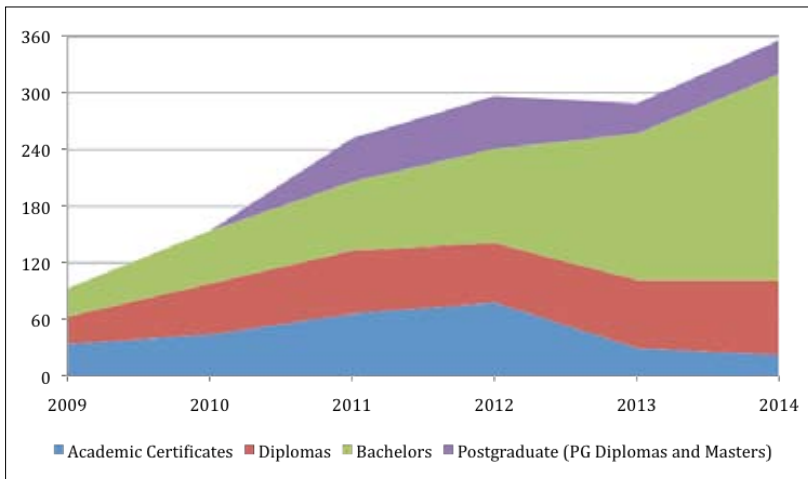
In 2012, MMU for the first time appointed an Assistant Academic Registrar in charge of SBMS. Mr. Steven Saku (MA) has been a member of the School management team since then. In 2014, MMU for the first time appointed a Deputy Dean, Mr. Paul M. Musobozi (MA). The position rotates on annual basis between the Heads of Departments.

Departments and study courses

The School has 3 departments:

- Business Management: HoD: Ms. Christine Kobugabe (MBA)
8 courses (Masters of Business Administration, Postgraduate Diplomas in Financial Management and Human Resource Management respectively, Bachelors, Diploma and Academic Certificate in Business Management, Bachelors of Arts with Economics, Diploma in Entrepreneurship & Innovation)
- Public Administration: HoD: Ms. Doreen Basemera (MA);
7 courses: Masters of Public Administration, Postgraduate Diplomas in Public Administration & Management and in Monitoring & Evaluation respectively, Bachelors, Diploma and Academic Certificate in Public Administration, Bachelors in Community Development)
- Banking & Microfinance; HoD: Mr. Geoffrey Muzigiti (MBA);
4 courses (Postgraduate Diploma in Agricultural Risk Management & Finance, Bachelors in Banking & Development Finance, Diploma and Academic Certificate in Microfinance Management)

SBMS-graduates by level of study, 2009-2014



Partnerships and community outreach

Department of business management

- trained 600 small-scale entrepreneurs in financial literacy and record keeping in 2014; co-funded by MMU and GIZ.
- carried out a project from the British Council (proposal won by PDU), whereby it trained 500 school-drop outs in the Rwenzori region in entrepreneurship skills in 2011/2012. The project also hatched the Business Incubation Centre (BIC).
- developed micro-enterprise skills training together with Warwick University and Kichwamba Vocational Training Institute between 2009 and 2011.

Department of banking and microfinance

- carried out a Financial Literacy project as pilot partner of BoU under the youth strand of the National Strategy for Financial Literacy since 2014.
- carried out action research in microfinance product development in three regions of Uganda, and organised an information dissemination workshop for SACCOs in the Rwenzori region in October 2011; funded by GIZ.

Department of Public Administration

- trained students in collaboration with Rwenzori Forum for Peace and Justice since 2014.

- Carried out community projects for social work and community development students of MMU and Salford University (UK)

Staffing

- 24 full time academic staff, out of which 2 PhD-candidates, 3 Masters-candidates
- 10 part time academic staff and 2 full time administrative staff

Research

SBMS has been researching the financial behaviour of rural communities, in particular small scale farmers in Western, Northern and Central Uganda, as well as performance and products of savings and credit cooperatives, including the career paths of their staff as well as of other financial institutions.



SBMS School Board (left to right): Oliver Schmidt, Titus S. Makuma, Doreen Basemera, Christine Kobugabe (not in picture: Alex Rubalema, Bernard Muhangi, Geoffrey Muzigiti, Paul M. Musobozi, Steven Ssaku)

Most of the School's research projects have been cross sectional surveys. These have typically been action-oriented, e. g. to deliver financial literacy training or to develop gender-balanced microfinance products. Since 2013 it has also engaged in experimental research.

Vote of Thanks

We appreciate the following national and international partners who have supported the School through financing research projects (cumulatively about UGX 250m), offering technical inputs or access to their organizational data:

AGRUFIN program of German International Cooperation (GIZ), ESCO (U), HOFOKAM, Kiel Institute for the World Economy (IfW), Mpanga Tea Growers Ltd., NEMMIA, TRIAS (U), Utrecht University.

School of Informatics and Computing

Founding year: 2011

Courses offered in founding year: Bachelor of Computer Science (BCS); Diploma in Computer Science(DCS); Certificate in Communication Information Technology (CICTN)

Staff members in founding year: 9: Abid Were, Atugonza Martin, Bukenya Moses, Peter Musinguzi, Peter Baranga, Katalihwa Mustapha, Mucunguzi Donozio, Muhumuza Solomon, Tumwebaze Godfrey

School leadership

2005 –2011 Mr. Peter Musinguzi

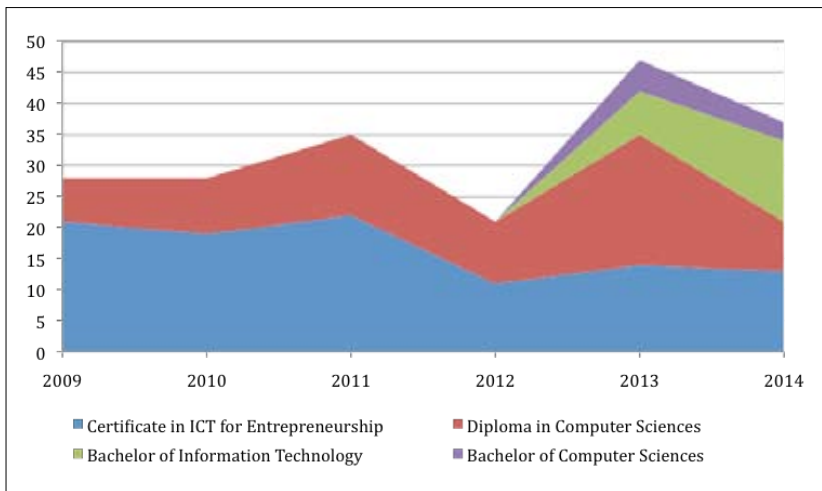
2011 –2012 Mr. Moses Tuhame

2012 – 2015 Mr. Absolom Katuramu

Since 2015 Dr. David Magumba*

* From Academic Year 2015/16, the School will merge with the School of Agriculture and Environmental Sciences to form the School of Applied Sciences and Technology (SAST). The Head of Department for Informatics and Computing is Charles Karemecha (since 2013).

Figure: SOIC-graduates by study courses, 2009-2014



Directorate of Information Technology

From January 2015, all internal IT services (maintenance of all MMU-owned hardware, the three labs in Kabundaire and one in Saaka, website management etc) were separated from academic teaching. These are now the responsibility of the Department of Information Technology. The first Director-IT has been Mr. Abid Were from January 2015.

The server room in the Saaka Campus was donated by VLIR-IUS, and was launched by the Chancellor of Ghent University (Belgium) on 3rd September 2015.

Study courses

2 Bachelors (3 years): BSc computer science, bachelors of Information Technology

1 Diploma (2 years) in Computer Science

1 Academic Certificate (1 year) in Communication Information Technology (CICTN)

Courses in Information Systems, data/networks & computer repairs/ maintenance are being developed.



*Best Compliments
of
McLeod Russel Uganda Ltd.*

*Proud To Be Part of the
Community of Mountains of The Moon University.*

Registered Office: Mwenge Central, Kyarusozo, Kyenjojo
P.O.BOX 371, Fort Portal Uganda

Tel No. +256-(0)382-420000, Fax No.+256-(0)382-422362

e-mail: central@mcleodrussel.co.ug, Website: www.mcleodrussel.com

Believe in tea



Congratulations to Mountains of the Moon University on reaching this milestone.

VMM is very happy to have partnered with you for all of those 10 years and we look forward to a continued fruitful collaboration.



Partnerships for “Heights for Progress”

“Companies forge partnerships for many reasons, and partnerships are becoming a cornerstone of many business models. Companies create alliances to optimize their business models, reduce risk, or acquire resources”

(Osterwalder/Pigneur, 2010, Business Model Generation – A handbook for visionaries, game changers and challengers, New Jersey (USA), Loc667)



Source: www.dreamstime.com [12/Oct/2015]; ©Master of all686-Dreamstime.com

Without partnerships, no organization can come to be, nor can it continue to perform for long. At the same time, the ability to attract partners is a strong quality measure of vision and mission, strategy and leadership of an organization.

Mountains of the Moon University has attracted many partners - academic institutions, development agencies, enterprises and others – to support it and to engage with it. This chapter displays their invaluable contributions.