



## RUFORUM 21<sup>ST</sup> ANNUAL GENERAL MEETING 2025

### CONCEPT NOTE

**Strengthening Leadership Capacity for University Managers in the RUFORUM Network  
A Leadership Development Course for Principals and Deans**



## THEME

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### **Positioning Africa's Universities and the Higher Education Sector to effectively impact development processes on the continent**

**Hosts:**

The Government of Botswana and  
RUFORUM member Universities in Botswana led by Botswana University of  
Agriculture and Natural Resources

**Venue:**

Glass Marquee

**Date:** 25- 26 November, 2025

**Time:** 8:30-17:00 South African Time (SAT)

Contact: Dr. Abigael Otinga ([a.otinga@ruforum.org](mailto:a.otinga@ruforum.org))

## **Background**

The TAGDev 2.0 Program, led by RUFORUM in partnership with the Mastercard Foundation, is advancing transformative education across 60 African universities. To support this vision, RUFORUM is piloting the Governance Leadership and Management Academy (GLeMA) to build leadership capacity among university managers. This workshop, held during the 21st Annual General Meeting in Botswana, targets Principals and Deans - key actors in driving institutional innovation, academic quality, and strategic engagement.

The leadership development initiative focuses on three domains: senior management, science leaders, and early career personnel. This session prioritizes senior and mid-level university managers, equipping them with practical leadership skills in strategic planning, change management, resource mobilization, and institutional accountability. By leveraging the AGM platform, RUFORUM offers a condensed, high-impact training experience to strengthen leadership across agricultural faculties and accelerate transformative change within higher education institutions.

## Objectives

To enhance leadership capacity among senior and mid-level university leaders within the RUFORUM network thereby catalyzing transformative change across higher education institutions (HEIs) in Africa.

## Specific objectives

1. To raise awareness and build a shared vision for GLeMA among university Principals and Deans, highlighting its value and strategic alignment with RUFORUM's transformative education agenda.
2. To strengthen strategic leadership and change management capabilities among senior and mid level university managers to enable them to navigate inclusive institutional transformation processes.
3. To equip university leaders with practical tools and mindsets for inclusive and transformational leadership
4. To foster leadership competencies in self-awareness, team management, and system-level thinking through experiential, interactive, and contextually grounded training modules
5. To encourage institutional ownership and commitment to leadership development as a core driver of HEI performance, community engagement, and innovation.
6. To promote collaboration and relationship-building among university leaders and with external ecosystem actors (e.g., channel partners, private sector, NGOs), through shared learning and co-creation.

## Target Participants

1. Principals of Colleges (particularly Agriculture, Natural Sciences, and Education) in RUFORUM member universities.

2. Deputy principals or deans designated for leadership succession (optional based on availability).
3. TAGDev 2.0 Coordinators and their associate partners (Universities and TVET leads)
4. TAGDev Associate Program Officers

## Training Approach

The training will apply adult learning principles and interactive, participatory methods including Expert-led sessions with the MPATAPO Learning Community Team, Case studies from RUFORUM programs and member institutions, Group discussions and peer-learning exercises, Panel sessions with experienced university leaders and action planning and follow-up coaching.

## Expected Outcomes

1. Demonstrate the use of key leadership tools (e.g., growth mindset, feedback coaching, systems thinking, GC Index) to enhance personal effectiveness, team dynamics, and institutional performance.
2. Critically analyze their institutional leadership environments to identify gaps, opportunities, and leverage points for systemic change.
3. Assess the potential of inclusive and lifelong leadership development practices to transform academic, administrative, and community engagement functions within their institutions.
4. Design actionable leadership development roadmaps tailored to their university's context, and aimed at institutional and ecosystem-wide transformation.

Day 1: 25th November, 2025

Venue: Glass Marquee

Registration Link: <https://ruforum-org.zoom.us/meeting/register/ps8rbb57RbyM2u4Sr1C0-Q>

Session Chair: Prof. Gorretie Nabanoga

Rapporteur(s): Mary Kulabako and Irine Akite

Time	Agenda-item	
08:00-08:30	Arrival, Registration and Personal and Institutional Leadership Assessment	Abigael and Kulabako
08:30-08:45	Opening Remarks from RUFORUM	Prof. Patrick Okori, Executive Secretary
08:45-09:00	Opening Remarks from Mastercard Foundation	Pauline Gangla, Head Higher Education, Mastercard Foundation
09:00-09:30	Orientation to TAGDev 2.0	Prof. Anthony Egeru, Program Manager Skilling and Engagement for Community Development. TAGDev 2.0 Program Director
09:30-10:15	Introducing the RUFORUM Governance Leadership and Management Academy GLeMA	Prof. Patrick Okori, Executive Secretary  Dr. Abigael Otinga, Senior Program Officer Systems Strengthening and TAGDev 2.0 Deputy Program Director
10:15-10:45	<b>Health Break</b>	
10:45-13:00	GLeMA Program taster: Mpatapo Programs Overview Leading Self: Growth Mindset – beginning to master fear and unleash passion / purpose	Mpatapo Facilitators
13:00-14:00	Lunch Break	
14:00-15:00	Leading Self – Using self-awareness to navigate conflict	Mpatapo Facilitators
15:00-15:15	Mapping Personal Road Maps: Personal Growth Commitment	Abigael / Mpatapo
15:15-15:30	<b>Health Break</b>	
15:30-16:15	Fireside Chat: Transformative Leadership and Learning from Peers	
	Influencing other institutions to take action from small investments	Prof. Emmanuel Suh, Deputy Vice Chancellor, University of Bamenda, Cameroon
	Developing institutional level purpose road-maps	
	Prof. Goretti Nabanoga, Principal College of Agricultural and Environmental Sciences, Makerere University	
16:15-16:45	Table Conversations reflecting on Fireside Chats and GLeMA	
<b>Closing Remarks for Day One</b>		

Day 2: 26th November, 2025  
 Venue: Tsodilo A  
 Registration Link: XXXX  
 Session Chair: Prof. Gorretie Nabanoga  
 Rapporteur(s): Mary Kulabako and Irine Akite

Time	Agenda-item	
08:00-08:30	Arrival and Video watch	Irine Akite
08:30-08:45	Review of Day One	Dr. Abigael Otinga, Senior Program Officer Systems Strengthening and TAGDev 2.0 Deputy Program Director
08:45-10:00	Leading Others – Leader as Coach – Model, Coach, Care framework	Mpatapo Facilitators
10:00-10:30	<b>Health Break</b>	<b>Hotel</b>
10:30-12:00	Leading Others – Feedback as coaching opportunity The 360 Degree Leader: Needs, Relevance, Challenges, and Tools	Mpatapo Facilitators
12:00-13:00	Leading Systems - Introduction	Mpatapo Facilitators
13:00-14:00	Lunch Break	Hotel
14:00-15:00	Leading Systems – Experiential introduction to Systems Thinking	Mpatapo Facilitators
15:00-15:45	Fireside Chat: Transformative Leadership	
	Turning the tides of the College of Agriculture and Veterinary sciences at the University of Nairobi	Prof. Agnes Mwangombe, Professor Emeritus, University of Nairobi
	Breaking barriers for community engagement and creating systems	Prof. Duncan Ongeng, TAGDev 2.0 Program Coordinator, Gulu University
15:45-16:00	<b>Health Break</b>	
16:00-16:30	Mapping Institutional Road Maps: Setting actionable goals for institutional transformation	
16:30-17:00	Bringing it all together in a vision for GLeMA Award of Certificates and closing of Two-Day Training	Prof. Anthony Egeru/ Dr. Abigael Otinga