

CURRICULUM VITAE

PROFESSOR JOHN C.S. MUSAAZI (Ph.D)

PROFESSOR J. C.S. MUSAAZI (Ph.D)

Professor J. C. S. Musaaazi holds a Ph.D. in Management Sciences and Higher Education with a Masters degree in Development Planning, Administration and Management, Policy Studies and Diplomacy. He has over twenty- five years' experience in government, international and private/public organizations. **He is an expert in the fields of Higher Education, Management Education, Human Resource Management, Financial Management, Educational Planning and Administration, Development Administration, Research Methods, Policy Development and Strategic Planning and International and Development Education.** Professor Musaaazi has extensive international experience in designing, managing and evaluating complex social programmes. He has successfully carried out many consultancy and research projects with the National Council of Education in Jamaica, The Nigerian Education Systems, The World Bank, United States Agency for International Development (USAID), Caribbean Community Secretariat, Georgetown, Guyana (South America), Inter-American Development Bank (IDB), UNESCO, UNDP and the British Department for International Development (DFID).

Professor Musaaazi has held a number of Commonwealth Chairs in several countries and these include: Rector of Lesotho College of Education in Lesotho, Southern Africa and Director of Education Research Centre, University of the West Indies, Kingston, Jamaica. Before taking up the position of Rector in Lesotho, he was the Head of the Department of Higher Education, now the East African School of Higher Education Studies and Development, Makerere University, Kampala, Uganda. He was also appointed Director of Education Policy Centre, University of Fort Hare, South Africa. For several years, he was Head of Educational Planning, Administration and Management at Ahmadu Bello University, Zaria, Nigeria. He was also appointed a Senior Research Professor at the University of the Western Cape, South Africa.

Professor Musaazi was also was a Senior Consultant and Trainer in Behavioural and Management Sciences for the East African Community and was Head of Training and Consultancy Department. His activities in the Community covered Kenya, Uganda and Tanzania. He also acted as Principal Secretary, Directorate of Personnel Management, Office of the President, Nairobi, Kenya.

He is a consultant to many international organizations and a member of several professional bodies. He has also served as a visiting professor, external examiner, trainer, researcher and administrator in many institutions. He has designed and initiated several educational and management programmes in a number of countries. His numerous publications include Educational Planning: Principles, Tools and Applications in the Developing World (Makerere University Printery), Introduction to Human Resource Management (Masah Publishers Limited), Principles and Practice of Education (Macmillan), The Theory and Practice of Educational Administration (Macmillan), Planning and Development in Education: African Perspectives (Allen and Unwin Publishers) and The Legal Basis for Education in Nigeria (National Publishing House). In addition, he has contributed many articles to a variety of learned journals. He is also the author of several reports, reviews and papers. He served as the first Principal of the College of Education and External Studies, Makerere University, Kampala, Uganda. He is currently a Professor of Policy, Planning, Management and Higher Education Studies in the East African School of Higher Education Studies and Development, Makerere University.

PERSONAL DATA

Name: John C. S. Musaazi

Nationality: Ugandan

Marital Status: Married with children

Office: East African School of Higher Education Studies and
Development, Makerere University
P. O. Box 7062, Kampala, Uganda

Mob. Phone: +256782415763 or +256706415763

E-mail address: jcsmusaazi@gmail.com, jcsmusaazi@hotmail.co

KEY AREAS OF EXPERTISE

Higher Education

Management Education and Training

Education Sector Analysis, Policy Formulation and Strategic Planning

Project Planning, Budgeting, Management and Evaluation

Programme Design, Implementation and Evaluation

Training Needs Assessment

Research Methods and Implementation of Field and Research Studies

Collaborative Team Leadership, Team-Building, Vision-Setting, Managerial and Communication Skills

Inter-Agency Negotiation and Co-ordination

Educational Planning and Administration

Financial Management

Human Resource Management

International and Development Education

Sociology of Education

Development Administration

Institutional Development Planning and Assessment

Public Administration

Policy Studies

Distance Education/ Learning

EDUCATION

PhD -(1973 – 1976): University of Pittsburgh, Pennsylvania, USA

Field of Study: (a) Educational Planning

- (b) Educational Administration
- (c) Development Administration and Management
- (d) Financial Management
- (e) International Development Education
- (f) Research Methods
- (g) Policy Development
- (h) Higher Education Studies and Development
- (i) Public Administration

M.A. (1972 – 1973): Duquesne University, Pittsburgh, Pennsylvania, USA.

Field of Study: (a) Development Planning, Administration and Management

(b) Research and Development

(c) Policy Development

(d) Diplomacy and International Affairs

(e) African Studies:

- History and Political Systems
- Socio-Economic Development
- Cultural and Anthropological Studies
- Africa in International Political Systems

Postgraduate Diploma

(Res. Meas & Ev.) 1972: Kansas University, St. Lawrence, Kansas, USA.

Field of Study: Research, Measurement and Evaluation

B.ED (Hons.) 1967 – 1970: University of East Africa – Makerere (Uganda)

Field of Study: History, Social Sciences and Education

PROFICIENCY IN LANGUAGES OTHER THAN ENGLISH

1. French
2. Hausa
3. Kiswahili
4. Sesotho

PROFESSIONAL APPOINTMENTS

April 2004 – to-date: Professor, of Management, Planning and Policy studies, East African School of Higher Education Studies and Development Makerere University, Kampala Uganda.

January 2011 – May 2013: Appointment Principal College of Education and External Studies, Makerere University. Responsible for the management and leadership of the Constituency College, also acted as the Chief Administrative Academic and Financial Officer of the College and responsible to the Senate and the University Council for promoting and maintaining academic excellence, efficiency and good order of the College and responsible to the Vice-Chancellor of the University.

March 2006: Appointed Affiliate Professor and Mentor, Department of Educational Planning and Management, Faculty of Education, Kyambogo University, Kampala Uganda.

December 1999 – April 2002: Professor and Head, Department of Higher Education, School of Education, Makerere University, Kampala, Uganda.

Responsible for the leadership of the department which offers only post-graduate degree programmes in management and other related areas of higher education. Supervise post graduate degree programmes. Developed a PhD. programme in Educational Management and Planning by **course work and Research**. Developed M.Sc. degree programme in Human Resource Management in Education.

April 2002 – April 2004: Professor and Rector of Lesotho College of Education, Maseru, Lesotho, Southern Africa. Appointed by the Commonwealth Secretariat under the auspices of the Commonwealth Fund for Technical Cooperation, Marlborough House, Pall Mall, London SW1Y 5HX, UK with the understanding of His Majesty's Government of Lesotho.

Responsible for:

- Management and leadership of the College which is the only National Teacher Education Institution in the country producing teachers for primary, secondary and technical/vocational schools.
- *Specifically my work involved:* Development of the vision and the mission of the College, review and evaluation of the work plans and academic programmes, maintaining professional communications with other tertiary institutions and associated government organizations, preparation and monitoring of the annual budgets and expenditures as well as preparation of periodic financial reports, staff development schemes, establishing and consolidating international academic linkages with similar institutions and ensuring the highest level of co-operation between students, faculty and support staff. Developed and negotiated the Capacity Building Project for the College with UNESCO and assistance was given.

July 2001: Appointed Affiliate Professor, Faculty of Education Islamic University in Uganda, Mbale – Uganda.

February, 1996 – Oct. 1999: Professor and Director, Education Research Centre, University of the West Indies, Mona, Kingston 7, Jamaica. Appointed by Commonwealth Secretariat

under the auspices of the Commonwealth Fund for Technical Co-operation, Marlborough House, Pall Mall, London SW1Y 5HX, UK.

Responsible for leadership of a Centre of 83 researchers/consultants and marketing the Centre, Co-ordination of staff research efforts into one pool, soliciting research contracts from funding agencies, preparation and evaluation of research proposals, monitoring research projects undertaken by the Centre and devised an enterprise development scheme for the Centre that made it financially self-sufficient and liaising with the Ministry of Education and donor agencies and highlighting important educational issues affecting Jamaica and the Caribbean. Also taught postgraduate courses in research and educational planning and management. Designed postgraduate programmes in research and management as well as lecturing in other faculties of the university.

November, 1995 – January 1996: Professor and Director, Education Policy Centre, University of Fort Hare, South Africa.

Responsible for leadership of the Centre and to undertake research directed at assisting the Eastern

Cape and the Country as a whole in formulating and Implementing Education policies and to train researchers so as to develop research capacity at the Universities and other institution levels.

October, 1986 – 1995: Professor and Head of Educational Planning and Administration, Ahmadu Bello University, Zaria, Nigeria. Responsible for leadership of a department of 10 full-time academics and management of its degree programmes. Supervised post graduate-students and taught courses to both undergraduate and post-graduate students. Also acted as Dean, Faculty of Education.

October, 1982 – 1986: Associate Professor and Head of Educational Planning and Administration, Ahmadu Bello University, Zaria, Nigeria. Responsible for leadership of the department. Designed the B.Ed. degree programmes in Education Planning and Administration. Also new courses in M.Ed. and Ph.D. were designed and initiated.

October, 1979 – 1982: Senior Lecturer and Head of Educational Planning and Administration, Ahmadu Bello University, Zaria,

Nigeria. Responsible for the management of the department. Teaching and supervision of both undergraduate and post-graduate students.

1978 – 1979: Lecturer, Education and Management, Ahmadu Bello University, Zaria, Nigeria.

1977 – 1978: Senior Consultant in Behavioural and Management Sciences for the East African Community at the East African Staff College, Nairobi, Kenya.

Head of Training and Consultancy Department. Responsible for designing and conducting Management courses for top-level men and women from the Civil Services, Local Authorities, Public Corporations and Commercial Firms and NGOs from East, Central and Southern African Countries.

Principal Secretary, Directorate of Personnel Management, Office of the President, Nairobi, Kenya

Part-time Lecturer (Asst. Professor) in Educational Planning, University of Nairobi, Kenya.

1974 – 1976: Programme Assistant (Part-time) in the International Studies and Research Systems Centre, University of

Pittsburgh and assisted in course preparation and research.

Lecturer in Educational Planning, Administration and Sociology of Education, Makerere University, Kampala, Uganda.

1972 – 1973: Research Assistant in the Institute for African Studies, Duquesne University, Pittsburgh, USA.

1971 – 1972: Deputy Principal and Head of History and Economics Departments at Busoga College, Mwiri, Uganda.

Member of the Professional Board of Examiners for the East African Certificate of Education formerly known as the Cambridge School Certificate.

1970: Teacher and Head of History Department, Kololo Senior Secondary School, Kampala, Uganda.

PROFESSIONAL ASSOCIATIONS

- Institute of Management Consultants of Jamaica
- Society for International Development

- African Studies Association
- Nigerian Institute of Management
- Educational Studies Association of Nigeria
- International and Comparative Education Association
- The African Association for Public Administration and Management
- Uganda Education Association
- American Association of School Administrators
- American Institute of Education Planners and American Educational Research Association
- Nigerian Association for Educational Administration and Planning

AWARDS

- Uganda Government Scholarship Award (1967/1970 and 1972/1976)
- International Institute of Education Scholarship Award New York (USA) (1972/1976)

TRAVELS AND COUNTRY WORK EXPERIENCE

Kenya, Tanzania, Mozambique, Ethiopia, Sudan, India, Liberia, Uganda, Botswana, Libya, Nigeria, Zimbabwe, South Africa, Ghana, Senegal, Cameroon, Cote D'voir, Niger, Chad, Sierra Leone, Egypt, United Kingdom, United States of

America, Canada, Holland, Papua New Guinea, France, former USSR, Bahamas, Belize, Jamaica, Barbados, Trinidad and Tobago, Guyana, Lesotho and Germany .

DONORS AND INTERNATIONAL ORGANIZATIONS EXPERIENCE

Department for International Development (DFID, UK) United States Agency for International Development (USAID), Development Associates Inc. (USA) United Nations Educational Scientific and Cultural Organisation (UNESCO), Caribbean Community Secretariat (CARICOM), World Bank, Inter-American Development Bank (IDB), United Nations Development Programme (UNDP), The Commonwealth Secretariat, Marlborough House, London, East African Community, Rockefeller Foundation and Ford Foundation.

REPORTS AND PUBLICATIONS

Author of many reports related to Consultancy activity and of tertiary level books, reports, reviews, papers and 70 articles.

SELECTED BOOKS

- Musaazi, J.C.S. et al. Educational Administration: The Legal Basis for Education in Nigeria, New Delhi: National Publishing House, 23 Darya Garji, 110002, India, 1980.
- Musaazi, J.C.S. et al. Principles and Practice of Education, London: The Macmillan Press Ltd., 1981.
- Musaazi, J.C.S. The Theory and Practice of Educational Administration, London: The Macmillan Press Ltd., 1982.

- Musaazi, J.C.S. The Theory and Practice of Educational Administration, London: The Macmillan Press Ltd., 1984.
- Musaazi, J.C.S. The Theory and Practice of Educational Administration, London: The Macmillan Press Ltd., 1985
- Musaazi J.C.S. Planning and Development in Education: African Perspectives, London: George Allen and Unwin Publishers Ltd., 1986.
- Musaazi, J.C.S. The Theory and Practice of Educational administration, London: The Macmillan Press Ltd., 1987.
- Musaazi, J.C.S. The Theory and Practice of Educational Administration, London: The Macmillan Press Ltd., 1988.
- Musaazi, J.C.S. (Ed.) Nigerian Certificate in Education: Course Book on Education, Cycle 4 – School Administration and Management. Published by National Teachers' Institute, Kaduna, Nigeria, 1992.
- Musaazi, J.C.S. The Theory and Practice of Educational Administration, London: The Macmillan Press Ltd., 1994.
- Musaazi, J.C.S. The Theory and Practice of Educational Administration, London: The Macmillan Press Ltd., 1997.
- Musaazi J.C.S. et al. Introduction to Human Resource Management, Kampala: Masah Publishers Limited, Uganda, 2005.
- Musaazi, J.C.S. Educational Planning: Principles, Tools and Applications in the Developing World, Kampala: Makerere University Printery, Uganda, 2006.

BOOKS ACCEPTED FOR PUBLICATION

- Musaazi, J.C.S., *Human Resource Management in Education*, London: **The Macmillan Press Ltd.** This book examines human resource management as a dynamic network of processes, systems and conditions that affect all educational organisations and the people in them. It is an extensive application of contemporary behavioural sciences theories, research, and practice to the management of certain critical processes in education, including job design, staffing, training and development, appraisal, compensation leadership, organizational justice and collective **bargaining**. **This book is intended for students in Colleges of Education, Universities and for Educational Administrators, Personnel officers and Managers in general.**
- Musaazi, J.C.S., *A Guide to Effective Curriculum and Administrative Planning for African Schools*, London **George Allen and Unwin Publishers Ltd.** This book is intended to help Inspectors/Supervisors of Education and School Administrators to effectively plan and administer schools' programmes. It also acquaints students with strategies of curriculum development and educational administration and planning.
- Musaazi, J.C.S., (ed.) *Studies in the Sociology and Development of African Education*, London: **Longman Publishers Ltd.** This is a book of collected readings intended to be used as a data source by students of Sociology of Education, Administration and Planning, Comparative Education, Foundations of

Education, International Development and Cross-cultural Studies generally. It is international in outlook with the continent of Africa as its focus.

SELECTED ARTICLES AND PAPERS

- *Evolving a New National System of Education for the Democratic South Africa.* Paper delivered at University of Natal, South Africa, March, 1994.
- *The Impact of Basic Education on Population Dynamics in Africa.* Paper delivered at the University of Sokoto, Nigeria, October, 1995.
- *The Challenges of School Reforms in African Education Systems.* Paper delivered at the National Conference of the Nigerian Association for Educational Administration and Planning, University of Jos, Jos, Plateau State, Nigeria, March 1995.
- *Planning, Research and Statistics in Nigerian Educational System.* Paper delivered on September 13, 1995, at the National Educational Conference on *Contemporary Issues in Education: The Nigerian Case*, held at Luton Management Services, Luchia Hotels Ltd., Kaduna, Nigeria.
- *Planning in Education and Human Resources.* Paper presented at the National Centre for Economic Management and Administration, Gongola, Nigeria, **Workshop on Sectorial Planning, Designing and Programming Strategies**, March 17 – 22, 1991.
- *Problems and Issues of Primary School Enrolment and Attendance in Northern Nigeria* **Nigerian Educational Forum**, Vol. 3, No. 3, 1986, Ahmadu Bello University, 1986.
- *Education and Training for public sector Management in Developing Countries*, *Institute of Public administration*, Ahmadu Bello University, Zaria, Nigeria, 1990.
- *Administration for Development International Review of Administrative Sciences*, 40 (1988) 50 – 60.
- *The Bureaucracy and Public Policy making in Nigeria.* *Quarterly Journal of Administration*, (April – July, 1989) 210 – 221.
- *Development Administration: Background, Terms, Concepts, Theories, and a New Approach.* Washington D.C. American Society for Public Administration, SICA Occasional Paper, Series No. 3, 1986.
- *School Mapping and Rationalisation of Educational Facilities in Developing*

Countries, in **Sokoto Educational Review** (Journal) Vol. 3, May, 1991, Usman Danfodio University Sokoto, Nigeria, 1991.

- *The Role of School Supervision in Secondary Schools in Nigeria*, **Farfaru Journal of Education**, College of Education, Sokoto, 1985.
- *The Roles of the Administrator in Nigerian Educational System in the Proceedings of the Annual Conference and Convention of the Nigerian Association for Education Administration and Planning*, (Kaduna), 1989.
- *Education and Human Settlement: A Study of Urbanization in Nigeria*, **Farfaru Journal of Education**, College of Education, Sokoto, 1988.
- *African Universities Roles in Development and Underdevelopment*. Paper presented in the Symposium Series (Fall 1989) of the Institute for International Studies in Education, University of Pittsburgh, USA.
- *Planning and Administration of Technical Education in Nigeria for National Development*, **Education and Development Journal**, Vol. 2, No. 1, 1984.
- *Secondary and Technical/Commercial Schools in the context of Urbanization: Case Studies of School – Town Relations in Uganda*, Faculty of Education, Ahmadu Bello University, Zaria, Nigeria, 1985.
- *Administration of Higher Education in Africa*, in **West Africa Journal of Education**, Vol. XX, No. 3, 1981.
- *Planning and Utilization of Middle Level Manpower in the Ten Northern States of Nigeria*, Faculty of Education, Ahmadu Bello University, Zaria, 1980.
- *School Administration and Maintenance of Discipline*, Paper presented at State Ministry of Education Workshop/Conference on Discipline in Post Primary Institutions in Sokoto State, Sokoto, Nigeria, June 2 – 6, 1991.
- *Trained Manpower and its Implications for Effective Planning at the Local Government Level*. Paper presented at the United Nations Development Programme Conference on Population and Development held at the Conference Centre, Ahmadu Bello University, Zaria, Nigeria, July 2 – 6, 1991.
- *Promoting Effective Learning*. Paper presented at a Workshop of Effective Class Management in Kaduna, Nigeria, under the auspices of Kaduna Association of Private Schools on April 24, 1992.
- *Quality Analysis and Control in Education*, Faculty of Education Seminar Paper, Ahmadu Bello University, 1985.
- *Teacher Performance, Conditions of Service and Job Satisfaction in Nigeria*, Faculty of Education, Ahmadu Bello University, 1980.

- *Socialization Problems in Modernizing Societies: Theoretical Views on Educational Institutionalization*, Department of Education, Ahmadu Bello University, 1981.
- *The Analysis of the Problems of Educational Planning Processes in Nigeria*, Faculty of Education, Ahmadu Bello University, 1982.
- *A Comparative Investigation in the Planning Processes of Education in Nigeria and Tanzania*, Faculty of Education, Ahmadu Bello University, 1982.
- *Systems Planning, Design and Development Process Applicable to Education*, National Conference of Education Administrators and Planners, Nairobi, Kenya, 1977.
- *Education for Development Administrators in the Third World*, The Indian Administrative Staff College, Hiderabad, India, 1977.
- *Organization Change and Management of Innovation*, East African Staff College Seminar, Mombasa, Kenya, 1977.
- *Motivation and its Implications for Managerial Performance*, East African Staff College Seminar, Kampala, Uganda, 1977.
- *Effective Organization Communication*, East African Staff College Seminar, Mombasa, Kenya, 1977.
- *Management by Objectives in the Civil Service*, East African Institute of Management, Arusha, Tanzania in Collaboration with the Kenya Institute of Administration at Kabete, Nairobi (Workshop on Management), 1977.
- *Organizational Leadership*, East African Institute of Management, Arusha (Tanzania) in Collaboration with the Kenya Institute of Administration (Workshop on Management) 1977.
- *A Survey of Regional Planning in Tanzania: With Special Reference to Administration and Plan Development*, East African Institute of Management Arusha in Collaboration with the Kenya Institute of Administration Workshop, 1977.
- *The United Nations in Korea*. Paper delivered at the University of Nairobi, Kenya, 1976.
- *The United Nations in the Congo*. Paper delivered at Makerere University, Uganda, 1976.
- *The Economic Determinants of Education in Uganda*, Department of Education, Makerere University, November, 1976.

- *Towards a Model of Process of Curricular Innovation in Uganda*, Uganda National Curriculum Development Centre Workshop, 1976.
- *Research Findings on Decision-Making Theory in Educational Administration*, in **Teacher** (Journal), Institute of Education, Makerere University, 1976.
- *The School in an African Social Setting* in **School and Community in East Africa** (Nkanga, Editions), Uganda, 1974.
- *A Historical Analysis of the Arab-Israel Conflict*. Paper presented at Busoga College, Mwiri, Uganda, 1974.
- *Brief Sketch of European Involvement in South-West Africa (Namibia)*. Paper presented at Old Kampala Senior Secondary School, 1974.
- *The Organization of African Unity and the Nigerian Civil War*. Paper read at Mt. Lebanon College, USA, 1973.
- *Missionary Involvement with the Political Systems in Malawi between the Years 1860 – 1910*. Paper delivered at Carlow College, USA, 1973.
- *Baganda Traditional Divination and Treatment of Peoples's Troubles* in A.B.T. Byaruhanga Akiiiki (Ed.) **Occasional Papers in African Traditional Religions**, Volume I, Department of Religious Studies and Philosophy, Makerere University Press, Kampala, 1971.

SUPERVISION OF POST-GRADUATE RESEARCH PROJECTS (THESES/DISSERTATIONS) 1976-2013

Ph.D.	<p>Educational Planning, Administration and Management (80)completed)</p> <p>Curriculum and instruction in Social Studies (1 completed)</p> <p>Educational Planning, Administration and Management (8 being supervised)</p>
M.Phil	Educational Management (5 completed)
M.Ed/M.A	<p>Educational Planning and Administration (100 completed)</p> <p>Sociology of Education (8 completed)</p> <p>Curriculum and Instruction in Social Studies (3 completed)</p>

Philosophy of Education (2 completed)
Comparative Education (3 completed)

M.A. History (1 completed)

M.SC (HRM) (10 completed)

M.A. (Ed. Mgt.) (5 completed)

M.A. (Policy and Planning) (6 completed)

M. Ed (ICT) (4 completed)

M.P.A. Public Administration (5 completed)

M.B.A. Business Administration (5 completed)

M.B.Ed. Business Education (6 completed)

M.A. Educational Management (5 completed)

SUPERVISION OF UNDERGRADUATE RESEARCH PROJECTS (1976-1996)

B.Ed.

B.Sc. (Ed.)

B.A. Ed. Final Year Research Projects: 1976 – 1995

B.B. Ed. (170 completed)

B.Sc. (Ed.) PHE

B.B.A.

ASSESSMENT OF CANDIDATES FOR PROMOTION TO THE RANKS OF PROFESSOR, ASSOCIATE PROFESSOR AND SENIOR LECTURER (1989-2012)

- i) Assessment to the rank of professor (16 candidates) from various Universities/ institutions.
- ii) Assessment to the rank of associate professor (12 candidates) from various Universities/institutions.
- iii) Assessment to the rank of senior lecturer (16 candidates) from various Universities.

SELECTED PUBLIC LECTURES

- (a) Linking Education and Development in Africa: Problems and Prospects.
- (b) Problems in Educational Planning and Administration in Developing Countries.
- (c) Vocational Training as an Educational and Development Strategy in Africa: Conceptual and Practical Issues.
- (d) The New Administrator in the African Society: Standard Criticisms and a New Departure.
- (e) Education and Training for Public Management in Nigeria.
- (f) The Dilemmas of Education Development: Tanzania's Experience.
- (g) Politics and Professionalism in African Education Planning.
- (h) Environment Education: Its Principles, Planning and Management.
- (i) The Politics of Development in Africa.
- (j) Prospects and Future Trends in Educational Management – delivered at Joint Board of Teacher Education – Professional Development Workshop, University of the West Indies, Kingston, Jamaica, September 4, 1996.
- (k) Human Resource Development and Management in Higher Education in Africa.
- (l) Strategic Planning in An African University: Some Conceptual Considerations – delivered at the Islamic University in Uganda, Mbale, April 28, 2001.
- (m) Strategic Planning for the Uganda National Diocesan priests' Association (UNDIPA): Some Conceptual and Practical considerations – delivered at the Uganda National Diocesan Priests' Association – One Day Seminar on Strategic Planning and Work Plan for UNDIPA St. Augustine's Institute Nsambya, 21st, 2001.
- (n) Research: Concepts, Policies and Management – Keynote Address at a management of Research Workshop organised by University of Yaounde Cameroon facilitated by Commonwealth Secretariat London through Professor John C. S. Muscazi held from 23rd May 2002 to 24th May 2002.
- (o) Quality Assurance in Higher Education Institutions in Uganda, 2006.

RESEARCH PROJECTS IN PROGRESS

- Problems and Issues of the Universal Primary Education in Africa.
- Financing University Education in Nigeria.
- Education and Social Inequality in Africa and the Caribbean.
- Curriculum Reforms and Changes in Teacher Education in Selected African Countries (South Africa, Nigeria, Tanzania, Ghana, Senegal, Libya and Botswana).
- Education and Social Justice/Human Rights in Africa.
- Planning and Administration of Non-Formal Education in Africa and the Caribbean.
- Planning and Management of Environmental Education in Selected African and Caribbean Countries (Nigeria, Uganda, Jamaica, Trinidad and Tobago)
- An Analysis of the Impact of the Government of Jamaica's Primary and Secondary School Textbook Policies on the Poor/Disadvantaged Children in the Society.
- 'Massification' of Higher Education: Problems and Issues in Selected African Countries (Uganda, Kenya, Nigeria and South Africa).
- Higher Education Governance: Balancing Institutional and Market Influences in Africa.
- The Challenges and Opportunities Facing Higher Education: An Agenda for Policy Research in East Africa.
- Higher Education and the Role of Government in the Politics of Development in Uganda.

CONSULTANCIES AND RESEARCH PROJECTS RECENTLY COMPLETED

1. The Free Voluntary Reading Performance Project – Research in the reading problems of Primary School children in Jamaica. Funded by the National Council on Education (J\$1.5m).

2. A Study of the World Bank Project on Computer-Aided Technology and Training in the School System in Jamaica: A Cost-Benefit Analysis (US\$62,850.00) – Funded by the World Bank.
3. The USAID/Jamaica Uplifting Adolescent Project: Conducting a Technical Assessment of the Selected NGOs for Literacy and Remedial Education Programme (J\$180,000.00).
4. Inventory and Appraisal of Self-Instructional Materials in Science and Mathematics Consultancy – Funded by the Caribbean Community Secretariat, Georgetown, Guyana (US\$11,220.00).
5. Guideline/Framework for the Introduction of a Technology Education Programme in Caribbean Community Primary and Secondary Schools – Funded by the Caribbean Community Secretariat, Georgetown, Guyana (US\$32,000.00).
6. The Primary Education Improvement Project (PEIP) – Funded through the Inter-American Development Bank and the Government of Jamaica (US\$1.5m).
7. Creation of High Quality Independent Schools through Income-Generating Activities – Funding Agency – Inter-American Development Bank (IDB).
8. Assessment of Primary Education System in Jamaica and options for USAID investment- Funded by USAID/Jamaica (US\$136,000.00).
9. Literacy Education in Jamaica (US\$40,000.00) – Funded by the Department for International Development (DFID) British High Commission, Jamaica.
10. The UNDP/Uganda Consultancy Project (six months project, June – November 2000): Support To Aid Coordination 11 – UGA/97/010 (US \$ 24,000.00) - Reviewed and updated the Curricula of Studies in Educational Planning and Management and developed new pre-Service Bachelors Degree Programmes, Masters Degree (M. Ed) and PhD programmes in the field of Educational Planning and Management at the Institute of Teacher Education now Kyambogo University, Uganda.

11. Capacity Building and Management of Decentralised Education System in Uganda (US\$ 25,000) Funded by Rockefeller Foundation (USA) 2001.
12. Capacity building in Teacher Education: Lesotho College of Education – Project Developed for UNESCO for Funding – Amount received was US\$ 250,000.00 on 5th April 2004.

EXTERNAL EXAMINER

- (a) University of Birmingham, England, Department of Social and Administrative Studies in Education, 1980 – 1981.
- (b) Bayero University, Kano, Nigeria, Department of Education, 1983 – 1988
- (c) University of Sokoto, Sokoto, Nigeria, Department of Education, 1987 – 1994
- (d) University of Maiduguri, Borno, Nigeria Department of Education, 1988 – 1993.
- (e) University of Jos, Jos, Plateau, Nigeria, Faculty of Education, 1990 – 1994.
- (f) University of Ilorin, Nigeria, Department of Educational Management, 1991– 1994.
- (g) Ogun State University, Abeokuta, Ogun State, Nigeria, 1994
- (h) University of Ibadan, Ibadan, Nigeria, 1994 – 1995.
- (i) Cape Coast University, Ghana, 1991 – 1993.
- (j) University of the Western Cape, South Africa, 1995.
- (k) University of Zimbabwe, Harare, Zimbabwe, 1995 – 1996.
- (l) University of Guyana, Guyana, South America, 1997 – 1998.
- (m) Islamic University In Uganda, Mbale, Uganda, 2001- to date
- (m) The University of the West Indies (UWI) Kingston, Jamaica, 2003 to date.
- (n) University of Swaziland, Southern Africa 2006 to date.

ADMINISTRATIVE AND COMMITTEE ASSIGNMENTS

- Principal, College of Education and External Studies, Makerere University, Uganda.

- Head, Higher Education Studies, Department now East African School of Higher Education Studies and Development, Makerere University, Kampala, Uganda.
- Member, Kyambogo University Council Kampala Uganda 2008.
- Member, Promotions and Appointments Board, Kyambogo University, Uganda.
- Member and Finance Resource Mobilization Committee, Kyambogo University, Uganda.
- Member, Planning Committee for the Establishment of Muteesa I University – Buganda Kingdom's University, 2005.
- Member, Committee of the Inter-University Council For East Africa (IUCEA) that Developed Operations Manual on Quality Assurance in Universities in East Africa, 2006.
- Member, National Commission for UNESCO Lesotho – Southern Africa.
- Member, National University of Lesotho (NUL) Senate, Lesotho, Southern Africa.
- Member, Research and Higher Degrees Committee School of Education Makerere University, Kampala Uganda.
- **Rector, Lesotho College of Education, Maseru, Lesotho, Southern Africa.**
 - Member, Makerere University Senate Quality Assurance Committee.
 - Member, Senate Humanities Committee, Makerere University, Kampala, Uganda.
- Member, Honorary Degree Awards Committee, Makerere University, Kampala Uganda.
- Director, Education Research Centre, University of the West Indies, Mona, Kingston 7, Jamaica.
- Member, The Governing Council of the National Curriculum Development Centre (NCDC) Uganda.
- Chairman, Faculty of Education Committee – Foreign University Links/ Affiliation, University of the West Indies, Mona, Kingston 7, Jamaica.
- Member, Academic Board, Mona, University of the West Indies, Kingston, Jamaica.

- Member, National Council of Education Kingston, Jamaica.
- Member, Editorial Board of the Journal of Education and Development in the Caribbean.
- Chairman, International Management, Training and Research Consultancy (IMATRECO).
- Head of Educational Planning and Administration Department, Faculty of Education, Ahmadu Bello University, Zaria, Nigeria.
- Dean, Faculty of Education, Ahmadu Bello University, Zaria, Nigeria.
- Acting Head, Department of Education, Ahmadu Bello University, Zaria, Nigeria.
- Member, Post-Graduate Studies Committee, Faculty of Education, Ahmadu Bello University, Zaria, Nigeria.
- Member, Post-Graduate Studies Committee, Department of Education Ahmadu Bello University, Zaria, Nigeria.
- Faculty Representative, Institute of Education Professional Board of Studies, Ahmadu Bello University, Zaria, Nigeria.
- Member, Faculty Research Board, Faculty of Education, Ahmadu Bello University, Zaria, Nigeria.
- Member, Senate, Ahmadu Bello University, Zaria, Nigeria.
- Member, Faculty Academic Planning Committee, Ahmadu Bello University, Zaria, Nigeria.
- Vice President, Society for International Development (SID) Zaria Chapter, Nigeria.
- Member, International Intervisitation Planning Committee Conference (Nigeria) 1982 – Zone Four Zaria Centre, Nigeria.
- Member, Admissions Committee, Faculty of Education, Ahmadu Bello University, Zaria, Nigeria.
- Chairman, Examination Leakage and Malpractices Committee, Faculty of Education, Ahmadu Bello University, Zaria, Nigeria, (1984-1994).
- Chairman, Departmental Seminar/Internal Editing Committee, Department of Education, Ahmadu Bello University, Zaria, Nigeria.
- Co-coordinator (Chairman) Department of Educational Foundations and

Management, Faculty of Education, Ahmadu Bello University, Zaria, Nigeria.

- Member, Committee for Identification of Research Priorities for Ahmadu Bello University up to the year 2000.
- Member, Post-graduate Studies Committee, Faculty of Education, Makerere University, Uganda, 1976.
- President of Foreign Students Association at Kansas University, Kansas, 1972.
- Student Leader, University of Pittsburgh, USA.
- Deputy Principal and Head of History and Economics Departments, Busoga College, Mwiri, Uganda.
- Head of History Department, Kololo Secondary School, Kampala, Uganda.

PUBLIC SERVICE AND CONSULTANCIES

- Participated in the Meeting of the IUCEA Standing Committee on Quality Assurance in Higher Education in East Africa and Operational Planning Workshop of IUCEA's Ad hoc Expert Working Group on Quality Assurance, May 2006.
- Consultant, Commonwealth of Learning (COL) University, Canada.
- Consultant Editor, Editorial Board of Sokoto Journal of Education, Sokoto University, Sokoto, Nigeria, 1986 – present.
- Consultant to the Nigerian Federal Government Board of Interviewers of the National Board of Technical Education based in Kaduna, Nigeria.
- Consultant to the Bauchi State Ministry of Education in drawing up new Teachers' Service Commission Guide Rules, 1985.
- Assisted in establishing a statistical data bank for use in Planning Education in Uganda, 1976.
- Assisted in designing new methods and procedures for assessing and improving performance of personnel in the Kenya Civil Service, Directorate of Personnel Management, Nairobi, 1977.
- Participated in the organization and evaluation of in-service courses, seminars and workshops for Primary and Junior Secondary Teachers in Borno, Kano, Bauchi, Gongola and Kaduna States, Nigeria 1987 – 1988.

- Designed new courses, syllabuses and schemes of work for Educational Management Programmes in Kaduna Polytechnic and Advanced Teachers College, Kano, 1985.
- Consultant to the Primary School Management Board of Kano and Sokoto States Nigeria, 1988 – 1991. Work included the following:
 - (i) drawing up methods of improving performance of teachers
 - (ii) designing new procedures of supervisory practices in schools
 - (iii) developing procedures for obtaining and recording statistics for the primary schools systems
- Editorial Advisor, National Teachers' Institute Biannual Journal of Education, National Teachers' Institute, P.M.B 2191, Kaduna, Nigeria.
- Editorial Advisor, Zaria, Journal of Education, Kaduna, Nigeria.
- Editorial Advisor, Journal of Education, Kaduna, Nigeria.
- Consultant, World Bank 181H Street, N.W. Washington, D.C 20422, USA.
- Consultant, UNESCO, 7 Place de Fontenoy, 75700, Paris, 1 rue Miollis, 750015, Paris, France.
- Consultant, National Employee Mutual (NEM) Insurance Company, Nigeria.
- Consulted and assisted in the initial planning of the Oyo State University, Nigeria
- Consulted on the planning of the smooth take-off of the Federal University of Technology, Uyo, Akwa-Ibom State, Nigeria, 1991.
- Chairperson, writing workshop of self-instructional course Texts in Educational Planning and Management for N.C.E. by Distance Learning System – National Teachers' Institute, Kaduna, Nigeria (March 10-24, 1992).
- Guest Speaker at the October 19, 1991, Valedictory Ceremony of the Institute of Education, Ahmadu Bello University, Zaria, Nigeria – paper presented: The Educator: Education and Politics in the Transition Period.
- Participated in the UNDP/UNESD Project NIR/9/001 for a two-day workshop to develop the Masters Degree Curriculum in Population and Development - February 1 and 2, 1995, at Obafemi Awolowo University, Ile-Ife, Nigeria.
- Consultant, Nigerian Tobacco Company (PLC)
- Consultant on a World Bank Project on the Developing of Training

Programmes for National Primary Education Commission, Kaduna, Nigeria (1994).

- Developed Training Modules for the National Institute of Educational Planning and Administration (NIEPA) at Akure, Ondo State, (October, 1995). Modules were developed in the areas of:
 - (i) Educational Planning and Policy
 - (ii) Educational Administration
 - (iii) Economics and Finance
 - (iv) Research and Evaluation Consultant, United Trading Company (UTC) Nigeria Ltd.

- Consultant, Community Banks Nigeria Ltd.
- Consultant, United Nations Development Programme (UNDP)
- Consultant, National Commission of Higher Education, Nigeria.
- Editorial Advisor, Bahamas College of Education Journal, West Indies.

- Participated and Consulted by The Inter-University Council for East African Quality Assurance (QA) Manual: Workshop with the German Academic Exchange Service (DAAD), representative – TonVroeijenstojn. Friday 1 to 2 Saturday December 2006. Country Programme – Uganda Held at Hotel Africana Ltd.

- Consulted by The Inter-University Council for East Africa (IUCEA) Quality Assurance Manual Meeting held at the Imperial Botanical Beach Hotel on 28th August 2006, Entebbe, Uganda.

- Consulted by The Inter-University Council for East Africa (IUCEA), German Academic Exchange Service (DAAD) meeting on Supporting a Regional Quality Assurance Initiative in East Africa – Held at Nairobi (Kenya) Safari Park Hotel from June 20th – June 23rd 2006.

- Consulted by The Inter-University Council for East Africa (IUCEA) The German Academic Exchange Service (DAAD) Regional Workshop on Quality Assurance for Higher Education held from 11th December to 12th December 2006 at Holiday Inn- Dar es Salaam Tanzania.
- Consultant to the Ford Foundation International Fellowships Programme (Association for the Advancement of Higher Education) and Development