

**Fulbright Specialist Residency**  
**Office of the Vice Chancellor, Kenyatta University, Nairobi, Kenya**  
**Julia Royall**

16 April 2014

Carried out in two parts:

January 26 – February 14, 2014

March 22 -- April 12, 2014

**Purpose of Residency**

A) Assist in the development of short videos which promote research, innovation, community outreach, and service to humanity by showing how KU is touching individuals in these areas.

Objectives:

1. Engage the viewer – as a funder, a supporter, a student, a partner, a collaborator.
2. Demonstrate that the objective is not simply an educated student, but an educated student transforming her/his village and the world.
3. Demonstrate that research is not divorced from the needs of the community but reflects and responds to those communities and their priorities.

Purpose of short videos:

- Promote research, innovation, community outreach and service to humanity by showing how Kenyatta University is impacting individuals and groups in these areas.
- Increase visibility of Kenyatta University as a hub for knowledge, research, and social responsibility.

B) Connect Kenyatta University administration, faculty and students with organizations and individuals in Kenya, the African region, and the US and UK which could appreciate and be helpful as partners in KU's mission.

**Activities - Part 1**

Participated in **initial meeting of advisory group** whose members were selected by Office of Vice Chancellor and included department heads from across relevant programs at the university. I was introduced to the group, then to me, and a lively discussion ensued regarding the potential for my residency at KU.

**Meetings with small team**, comprising Dr. Rose Otieno, Coordinator, KU Foundation; Ms. Jesca Kinoti, Development Officer, KU Foundation; and myself, to clarify our purpose, objectives, and approach. We planned site visits to

departments and designed strategies for how video would educate and engage various sectors of the public in the region and beyond, bringing visibility and support to KU's innovative and unique programs. Dr. Otieno and Ms. Kinoti accompanied me on all visits and activities at KU.

**Approach for videos:**

- Shorter targeted pieces (2-3 minutes each)
- Different audiences (within and outside of Kenya)
- Living visual aids and archives
- Using varied delivery (YouTube, media, journals, website, presentations)
- As background, repurposing of extant documentaries
- Snapshots of Kenyatta University as model for change, collaboration, and innovation in technology and excellence.

**Strategy:**

- Liaise with Deputy Vice Chancellor and Kenyatta University Foundation (meetings, logistics)
- Meet with small team for planning/review/consultation
- Visit various sections of KU
- Review written reports from sections
- Discuss programs and video content face-to-face
- Gather photographs and relevant archival material
- Review existing KU documentaries
- Produce new short videos

**Site visits** and lengthy discussions with faculty, staff, and students (in some cases) of each regarding their work, vision, challenges at the following:

- KU Medical Hub – under construction - 2 visits – hub comprises Referral and Teaching Hospital (600 bed), Oncology Unit, School of Health Sciences, Children's Hospital (300-600 bed) – Engineer Coordinator, Biomedical Engineer
- Chandaria Business Incubation and Innovation Center – 2 visits – Coordinator, Deputy Coordinator, incubates and projects
- KU City Campus - Director
- KU Ruiru Campus – Director, staff, tour of facilities
- Directorate of Disability Services – Director, students
- Directorate of Community Outreach and Extension Programs – Director, community training center, live sessions
- School of Applied Human Science – Dean, Head of Department
- Center for International Linkages and Collaboration – Registrar, RI&O/Former Director
- Financial Aid Office – Orphans and Vulnerable Students Program - Director

- Alumni Programs – focusing on needs and interests of those in Kenya as well as in the diaspora - Director

Met with Acting Deputy Vice Chancellor to discuss priority areas, strategy, and audiences. The following was approved:

**Produce 5 short 2-3 minute documentaries focusing on:**

- Orphaned and Vulnerable Students
- Students with Disabilities
- Innovation Center
- Medical Hub
- Diaspora and international exchange
- Alumni and Kenyatta University Foundation

**Focus of Message:**

- Needs
- Success stories
- Vision/strategy for future projects
- Request for specific support

**Approach:**

- Shorter targeted pieces (2-3 minutes each)
- Reaching a variety of audiences (within and outside of Kenya)
- Created as lively visual aids and as an archive
- Using various modes of delivery for distribution and dissemination (YouTube, media, journals, website, presentations)
- Showcasing snapshots of Kenyatta University as model for change, collaboration, and innovation in technology and excellence.

**Audiences to be reached:**

- Funders – corporations, foundations, individual donors, government, international agencies and NGOs
- Universities and institutions of higher learning
- Parents
- Potential students
- Press
- Diaspora and alumni
- Patients considering medical treatment
- Potential partners - Kenyan/African/US/UK and Europe

**Gathering of background information** from KU departments on their programs by Acting Deputy Vice Chancellor. This information will further inform the videos.

**Meetings with Tony Ngunjiri KU cinematographer to:**

Screen video documentaries previous produced  
Discuss strategy for producing short videos

**Activities - Part 2:**

**Production of SNAPSHOTS OF CHANGE - 12 short 2-6 minute documentaries focusing the Vice-Chancellor's priority programs as seen through the eyes and revealed through stories of students, faculty, and administration.**

**To accomplish this, we:**

**Formed a production team:**

Tony Ngunjiri – Cinematographer, Editor  
Kim Ngabu – Grip/Gaffer  
Jesca Kinoti – Production Associate  
Rose Otieno - Senior Advisor  
Julia Royall – Executive Producer

**Set up a small studio for shooting and editing** in the Kenyatta University Conference Center.

**Shot interviews with 30 students, faculty, staff as follows (\* denotes interviews chosen for final edit):**

TUESDAY - March 25

\*Dr. Vincent Onywera – Registrar - Research, Innovation, Outreach  
\*Curtis Boyd – exchange student from US – masters program in ethnomusicology  
\*Dr. George Kosimbei – Coordinator, Chandaria Business Innovation and Incubation Center (BIIC)

WEDNESDAY - March 26

\*Prof. Joy Obando – Financial Aid Director, Director of Orphaned and Vulnerable Students Program (OVS)  
Prof. Paul Mbugua – Director, Students with Disabilities Program  
\*AnnMercy Wanjiku – pharmacy student, leader of Students with Disabilities  
Silas Opanga Mogaka – law student, from students with disabilities  
Enyaku Isabelle Charis – exchange student from Uganda  
Nabbania Regina – exchange student from Uganda

Eva Muthoni Wanjiku – student, environmental studies, exchange student to Uganda

THURSDAY – March 27

\*Christine Hilda Amondi – OVS student, environmental science/ public health  
\*Michael Ooko Onjiko – OVS student, finance  
\*Fridah Ruguro – OVS student, English major  
Mercy Wangeci – student, finance  
Kinya Nuren – OVS student, science  
Peter Karume Mwangi – student, electrical and electronics engineering – exchange student to South Korea  
Clifford Ondari – student, economics and statistics - incubate, BIIC (portal project)

FRIDAY – March 28

Dr. George Kosimbei (retake)  
Johnson Gituma Mwangi – incubate, BIIC (biogas project)  
\*Anthony Kinyaniui – Lolite Energy – incubate, BIIC (briquettes from biodegradable waste)  
Kakvi Mukeku – incubate, BIIC (artistic accessories from natural fibers)  
\*Dr. Nadir Hashim – lecturer, Department of Physics – scholarship in Germany  
Dr. David Okelo Otieno – lecturer, Department of History, Archeology, and Political Studies (Social Scientist) - Scholarship in France  
Dr. Edward Kigen - Director Ruiru campus

SATURDAY – March 29

Eddah Kanini Karijo – alumna – public health  
James Imwari Mutai - alumnus – musician

MONDAY – March 31

Prof. Ephantus Kabiru – Dean, School of Public Health  
\*Dr. Rose Otieno – alumna, director of KU Foundation, Kenya office

TUESDAY – April 1

Dr. B.M. Okello Agina, Dean, College of Health Sciences

WEDNESDAY – April 9

\*Prof. Olive Mugenda, Vice-Chancellor (medical hub)

**Edited the following for use and dissemination by KU:**

- Orphaned and Vulnerable Students (OVS)
  - Prof. Joy Obando
  - Fridah Ruguro
  - Michael Ooko Onjiko

- Christine Hilda Amondi
  - Students with Disabilities
    - AnnMercy Wanjiku
  - Chandaria Business Innovation and Incubation Center
    - Dr. George Kosimbei
    - Anthony Kinyaniui
    - Dr. Nadir O. Hashim (also alumni and international study)
  - Medical Hub
    - Prof. Olive Mugenda (Vice-Chancellor)
  - Diaspora and international exchange
    - Curtis Boyd
    - Dr. Vincent Onywera (also alumni)
- Alumni, KU Foundation  
 Dr. Rose Otieno (also previously in diaspora)

During my one month absence from Nairobi between Part 1 and Part 2, Ms. Kinoti and Dr. Otieno worked with program/department heads to select students, faculty and administration to be interviewed.

Prior to each interview, I debriefed the participants on our project and objectives, inviting them to comment on how they came to Kenyatta University, highlights of their time at KU, and their visions for the future.

We shot the interviews as a conversation between the interviewee and me. I gently prompted the interviewee who was sitting right across from me.

Tony Ngunjiri stood directly behind me with the camera focused on the interviewee. In the edit, my voice is cut out, and it appears the interviewee is talking directly to whoever might be watching the video.

The backdrop comprised a blue (Kenyatta University school color) cloth and a sliver of a painting of a famous chief.

The camera shot of the interviewee is tight - head and shoulders.

Some examples of the interviewees: Fridah, a deer-in-the-headlights young woman who speaks of the delight she experienced when her poem was read at KU's Culture Week. William, a street boy from age 7, riding under buses from Kisumu to Nairobi, sniffing glue, now graduating in finance. AnnMercy who was injured in an accident but is now student government representative for disabled students and plays tennis from a wheelchair, when not studying pharmacy. Anthony, a young entrepreneur who wants to address the energy problem in Africa through manufacturing briquettes from natural compost. And then there is the physicist whose student was part of the Higgs boson team.

These uplifting stories compose an important challenge to the predominant paradigm of Africa as all death, disease, poverty, and conflict.

### **Connecting KU with others – in Kenya, the region, and outside**

Google Africa – SSA Ambassador and East African Lead – Google is providing leadership in strengthening infrastructures of African universities.

NURU International – NGO started by Marines as a way of combatting terrorism by ending extreme poverty by building a self-sustaining, self-scaling, integrated development model.

ICT for Community Health Workers seminar - held at Population Council.

Centers for Disease Control, Kenya: I met with Country Director/Director, Global Division of HIV/AIDS as well as with the Deputy Branch Chief, Epidemiology, Surveillance, and Informatics for the purpose of engaging them in an advisory capacity for KU's medical hub.

Arranged meeting with Dr. James Kiarie from the **University of Nairobi**. He has now agreed to serve on KU's Research, Teaching, and Referral Hospital subcommittee on research and marketing.

Arranged and participated in a Skype meeting between the Coordinator of the Chandaria Business Innovation and Incubation Center, an incubate, and a collaborator with The Lean StartUp group in San Francisco. In addition, advised Coordinator on other possible connections in the US, including MIT Media Lab, and head of Click Diagnostics. NURU International, supporting sustainable businesses in areas of extreme poverty, will visit the Centre when they are next in Nairobi.

I put together the KU Registrar/Research, Innovation, Outreach, the Dean of KU School of Nursing, and faculty member in Johns Hopkins' School of Nursing with regard to connecting the graduate nursing students at Hopkins with the colleagues at Kenyatta University. Suggested that they might begin with a teleconference in which they discuss areas of interest (for example, health systems, midwifery, pediatric care, best practices etc.) The exchange of information could be useful and interesting to both groups. Some at Hopkins may well want to do a Masters here, work in the KU School of Nursing, observe at the hospital (new state of the art medical hub is going up as I write), and write joint proposals.

Connected Dean, KU College of Health Sciences and their new medical journal with information on how to get the journal into MEDLINE.

Shared with Dean, KU School of Public Health original slides I developed with a

Ugandan artist on Why People Don't Use Bednets.

Shared Kenya's 2014 Report Card on physical activity and body weight of children and youth, a call to action against the spectre of NCDs now a threat in developing countries, with colleagues in the US at government agencies, the Kenyan diaspora, public health workers in the East Africa region, and the Minister of Health in a neighboring country.

Ken-AHILA - Kenyan chapter of Association for Health Information and Libraries in Africa (including Aga Khan University, Kenyan Medical Research Institute/KEMRI, Kenya Methodist University, University of Nairobi and others.) Members of this group are doing an outstanding job in serving both the medical libraries of their institutions as well as the rural and under-resourced areas of the country. I assisted them in a proposal they are developing on information literacy training for community health workers in Siaya County, Kenya. This group can be a rich resource for KU's medical hub and outreach regarding all aspects of the process of finding, organizing, and using health information.

In Kampala, Uganda:

Minister of Health  
Johns Hopkins- Makerere University partnership staff  
USAID staff of Global Health Bureau in Washington, DC  
Uganda Cancer Institute, JCRC

In US/UK:

Partnerships in Health Information – UK  
U.S. National Institutes of Health - National Cancer Institute, Fogarty  
International Center and relevant RFPs  
US PEPFAR – through Medical Education Partnership Initiative  
Indiana University oncologist through the US National Cancer Institute  
Former advisor to US President on AIDS

These initial contacts can grow roots. I am committed to working with my colleagues in Africa – this is my life's work – and connecting people with one another and with organizations which may be useful to them.

### **Addressing KU's interests and this assignment**

My aim was to offer interaction, consultation, experience, advice, ability to stay on target and, finally, to deliver a product. The discussions that our team members had together were dynamic with the skills of each enabling ideas to grow and evolve.

To complement the documentaries KU has already made, we proposed short 2-3 minute pieces that focused on the people involved in their progressive agenda: programs for orphaned and vulnerable students and students with disabilities as well as a state of the art innovation center and (under construction); a medical hub comprising a 600 bed referral hospital, oncology unit, school of health sciences, a 300 bed children's hospital and a women's hospital; and outreach to alumni and the diaspora. The second part of my residency followed an agreed upon work plan for producing the short videos.

While at KU, I also reached out to old and new colleagues in the region (reaching out through face to face meetings as well as through email) and in the US with the aim of creating more partnerships.

Thus far, I hope that my contribution is catalytic, assisting KU in what they want to do -- gain visibility, support, and partnerships for the university.

### **KU support of project**

I am very pleased that my residency was in two segments. This structure enabled us to clarify our objectives, make site visits and gain an understanding of KU's programs as well as the dedicated faculty and students involved before moving into a production phase.

The skill, experience, flexibility, and general good humor of our team were major factors in accomplishing the task at hand.

I commend the KU conference center for the splendid care and support we got during our video project. There was not a request we made that the staff did not fulfill - and with such good spirit and cheer!

From the accommodation side which assisted me daily with small and large comforts in my room, delicious food, and excellent service to the conference side which helped us keep a quiet environment while we were shooting and brought us sustenance of tea and snacks during those long days of editing. The rooms were always locked and opened with a smile - and our equipment was always secure.

Video production and post-production are an exacting business with a high level of participation demanded of everyone involved. KUCC rose to the occasion with flying colors, always displaying professionalism, skill, and that famous Kenyan hospitality.

### **My learning**

Reviewing and discussing how to best present the priority programs of an African university was a new experience for me. Although I have worked with many universities, my efforts have usually been part of Colleges of Health Sciences.

It was fascinating to get a bird's eye view of the priority programs of this university, attempting to understand them in as much depth as is possible over a few weeks, and then assist in best promoting them through the medium of voices and faces as captured on video. On previous visits I had heard the Vice Chancellor's vision, but it was another experience entirely to see how that vision plays out in programs and in people – on the campus, in outreach, and under construction.

I learned that if expert, diverse leadership is in place in upper and middle management, grand visions can be created *and* realized from a relatively modest institutional base.

I learned through this experience that I could combine skills and experience from two careers: nearly 10 years as an experimental theatre producer and nearly 25 of working in global health across Africa. I was able to do this through:

- 1) Designing and producing Snapshots of Change, the short videos (12) on the Vice-Chancellor's priority programs as seen through the eyes of students, faculty, and administration.
- 2) Thinking through strategy and partnerships for KU, mining the many contacts and experiences since 1990 inside and outside of the African continent in the field of global health.

I enjoyed this combination very much and believe the experience has given me a clearer focus for my work and where I might make a contribution.

I felt useful in being able to mine fully my longtime experience and contacts from working in Africa. This is a gift one receives from being engaged in building capacity and infrastructure over the long haul. For the last 24 years, I have worked in the field of global health information and IT infrastructure in Africa and am committed to bringing together information and technology with partners, projects, and funding, using a variety of media.

I believe I can contribute as the outsider looking in, exploring and asking questions. My teammates have said they benefited from my being there. I would imagine that this is a result of the concerted approach we took in Part 1 to visiting all the sites and directors and stakeholders involved, making sure we understood all of their priorities and programs. In Part 2, we were a production team, working toward tangible goals and real deadlines. We worked well together as a team, each contributing thoughts and ideas according to expertise. I enjoyed being a part of

this local team, learning from them and assisting in the mission. This role is one in which I feel quite comfortable and useful.

My methodology moves project leadership to the local level enabling in-country professionals in a variety of fields to determine how projects are developed and used. I see myself as a facilitator, sharing tools with African partners so they might address the challenges and issues they have identified.

## **Next steps on this project**

### **Posting and Dissemination**

The videos need to be screened by the VC and approved for use.

Once approved, Snapshots of Change video series will need a rigorous implementation program in order to be an effective tool to promote these innovative programs and draw students, faculty and funds to this entrepreneurial working environment. I hope to continue providing guidance.

The process of making the videos and the resulting products can be useful to the Vice Chancellor, faculty, administrators, alumni, and students. The videos can serve as visual aids. For example, when the VC is making a presentation to a potential funder, she may find it useful at some point in the conversation to open her laptop and invite the potential funder to listen to a student describe the experience of being in the OVS program.

**I strongly recommend that KU form a YouTube channel**

(<https://www.youtube.com/watch?v=gQ9JXbK5quU>), so that all KU videos can be posted in one place and easily accessed.

The next layer of distribution is to link the videos from YouTube to key sites - i.e. KU Foundation, KU website (department pages as well as more general student information pages), Chandaria Business Innovation and Incubation Centre website, Alumni Association website, etc.

Videos can be used singularly and can also be grouped in modules, depending on audience. They can be viewed in private on YouTube or run on screens at events for new students, alumni, at hotels or in the Business Center.

The short length of the videos will make them suitable for busy foundation and corporate executives as well as the short attention spans of a modern audience.

Archival value - the series is quite literally a snapshot in time of Kenyatta University (KU) - KU's students, faculty, administrators and their compelling and inspiring

stories.

I will continue to assist the KU Foundation and contribute as I am able from afar on the subcommittee on marketing and research. I would like to serve as a coach for the implementation and use of the videos we produced.

I see my role as one of “connecting the dots” – mining my own experience with agencies, organizations, and institutions in Africa and in the US and UK. Is it connecting dots or weaving a web? Either way, the old Ethiopian adage seems to apply: When spider webs unite, they can tie up a lion.