



NAMING POLICY

JULY 2022

1. Policy Statement

Makerere University has nurtured strong bonds with philanthropists, development partners and alumni over the years, who are committed to contributing to the University's mission, seeing the University continue to flourish, deepening its impact and accelerating the public good that its work begets.

As philanthropy plays an increasingly important role in realising the University's strategic goals and ambitions, the University has a strong interest in seeking to recognise donor generosity through the naming of academic posts, scholarships, buildings, facilities and other areas of activity. This will enable the University to demonstrate its pride arising from its close association with those who choose to prioritise its vision and mission through their philanthropic generosity.

While each case will be treated on its merits, in compliance with this policy, the University will strive whenever possible to ensure that naming across its campuses reflect the diverse nature and backgrounds of those individuals with whom it enjoys a close current and/ or historical association.

2. Purpose

This policy seeks to:

- 1) Ensure that naming recognition decisions are made in a uniform, coherent and consistent manner in accordance with the University's long-term strategic goals.
- 2) Establish the processes and criteria for
 - a) decision-making for approval of naming recognition;
 - b) regulating the duration of naming recognition;
 - c) providing for circumstances for revocation of naming recognition.
- 3) Ensure that the rationale for naming recognition decisions is clearly articulated.

3. Application

- (1) This policy applies to the naming of facilities, including buildings and structures, interior spaces, landscapes, etc. as well as schools, colleges, programs and lectureships, endowed chairs, professorships, fellowships and scholarships at Makerere University.
- (2) This policy will apply where:
 - a) The University has received a high-level philanthropic gift under the criteria set out in Clause 5 below and wishes to recognise the donor's generosity;
 - b) The University wishes to name a significant element of the University Estate after an individual of distinction, where there is no connection to philanthropy.
- (3) This policy applies to all staff, students, alumni, donors, and other development partners of Makerere University
- (4) In all cases, written agreements will be signed by the University and the donor(s) or beneficiaries outlining the terms of naming arrangements.

4. Process for Identifying Naming Opportunities

- (1) The naming of facilities, schools, or programs must undergo a high level of consideration and due diligence to ensure that the name reflects the University's purpose and mission. In rare instances, honorific naming may be appropriate where an individual has provided exemplary, meritorious, or philanthropic support or service to the University.
- (2) A Naming Committee will be responsible for identifying and confirming the circumstances where the University may wish to recognise the generosity of donors via an appropriate naming.
- (3) Colleges, Schools and other units across the University shall contact the Chairperson of the Naming Committee about potential naming recognition before discussing them with prospective donors, in order to ensure that all naming recognitions adhere to this policy.
- (4) Where naming opportunities can be identified at the outset of a project (for example in cases of specific capital programmes) these will form part of the fundraising strategy for that project, in consultation with the Naming Committee.
- (5) Naming opportunities will also be encouraged and considered for existing buildings, academic positions and other activities.

5. Criteria for Naming recognition connected to philanthropy

- (1) In determining the appropriateness of considering naming recognition in a particular circumstance, the following factors will be considered:
 - a) Whether the gift level committed for the specific priority in question meets the gift level guidelines within this Policy, as summarised under 5(2) below.
 - b) The appropriateness of associating the donor's name or the preferred name suggested by the donor, with the University.
- (2) The recommendations below suggest an appropriate range of donation levels where the University may recognise the generosity of a donor.
 - a) For capital gifts for new buildings and equipment, the value of the donation should normally meet 100% of the estimated cost of the building/facility. However, an amount ranging from 70% to 100% may be considered appropriate depending on circumstances. A more flexible approach may be appropriate for naming of existing buildings and facilities, but the estimated current value of that building will provide an appropriate starting point for the above percentage guidelines.
 - b) Naming proposed for ornamental features such as fountains, landscaping, or benches whether new or existing, will normally require the gift to cover the full cost of the feature and a maintenance fund at a level agreed with the Estates and Works Department.
 - c) For all academic chairs, the University's preference shall be for these positions to be funded on a long-term basis via endowment. In some limited circumstances, funding for a minimum period of at least five years may be appropriate.
 - d) For student scholarships, the University will consider naming recognition for specific student scholarships for donor commitments above \$10,000 each year (this amount may be reviewed periodically), alongside a commitment from the donor to fund the agreed scholarship programme for the full duration of the undergraduate or postgraduate course in question.

- e) It may occasionally be appropriate to name a facet of the University in recognition of extraordinary contributions made by long-standing benefactors to the University, where no gift has been made towards the cost of the specific project in question. In these cases, the net present value of any previous gifts to the University from the donor may be considered.

6. Process of Approval of Naming recognition relating to Philanthropy

(1) Approval for Capital Projects

- a) For potential naming recognition relating to significant elements of the University's Estate Clause 6 shall apply.
- b) For other naming opportunities relating to less significant elements of the Estate, where the above criteria for naming recognition have been fully met, Management may approve specific naming opportunities, and report to the Estates and Works Committee for information.

(2) Posts / Scholarships / Academic Positions and Programmes

- a) For non-Professorial academic posts where all of the above criteria for naming are met, the naming will be considered and confirmed by Management.
- b) For Professorial posts, the naming and its duration will require approval by Senate and then by the University Council.
- c) High level gift agreements relating to, for example, research or teaching Centres, etc. will often include a combination of staff, student, research and potentially capital/equipment support, over varying periods. In these circumstances, flexibility will be permitted in terms of appropriate naming recognition. The gift level guidelines under Clause 5 and 8 of this Policy shall be observed in appropriate cases. However, every situation is unique, so in determining the gift commitment amount for a naming opportunity, many factors shall be considered. No one formula or standard can be applied to arrive at a single, static, "right" answer. Rather, a combination of research based on similar naming efforts, conversations about unit/university priorities, and specific prospective donors may be used to arrive at an informed, strategic naming amount.

7. Duration of Naming recognition relating to Philanthropy

- (1) Consideration will always be given to the term for which naming of any facility or activity should be conferred, following the guidelines below:
 - a) For new buildings and facilities or parts thereof, it will be customary to specify a period of time for which naming is conferred of no more than 50 years, and typically in a range between 25 and 50 years. If appropriate and possible, after that period has expired the donor will be given the opportunity to renew their gift for the prolongation of the naming for another agreed period. Equally, the University may consider that the

strength of brand and reputational benefit of the existing naming justifies a continuation of the naming with no further gift support.

- b) Where a facility has been refurbished, it may be appropriate to name the facility for a shorter period than 25 years (being that further refurbishment may be required over that period).
- c) For naming recognition relating to academic posts, scholarships and other activities, naming recognition will normally be agreed to cover only the period of time over which philanthropic income meets the guideline contribution levels as set out in this policy. This also applies for endowed gifts, where a minimum of 50 years for permanent endowments is appropriate, and a shorter period for expendable endowments, depending on the detail of gift agreements. In all cases (whether endowed or recurrently funded) an indication of the likely duration of naming recognition should be included in gift agreements.

8. Revoking of naming recognition

- (1) Both the donor and the University may revoke a particular naming, particularly in the unlikely development of a reputational risk to continued mutual affiliation. Under these highly unlikely circumstances, the University shall have no financial obligation to return any received contributions to the donor. Where the University wishes to consider revocation of an existing naming recognition, this will be considered initially by Management which will make a recommendation to the Finance, Planning, Administration and Investment Committee and the Estates and Works Committee of Council and finally presented by the Finance, Planning, Administration and Investment Committee to the University Council for approval.
- (2) If the donor is unable to fulfil agreed gift instalments on a multi-year pledge upon which the naming was bestowed, the University reserves the right to withdraw the specific agreed naming, while seeking to negotiate an alternative and appropriate recognition opportunity with the donor.

9. Naming in relation to Individuals of Distinction

- (1) This part of the policy is concerned with the naming of significant elements of the University Estate or University Chairs after individuals of distinction, where there is no link to philanthropy.
- (2) Elements of the Estate not considered significant spaces may be named to honour individuals of distinction with the recommendation of Management and approval of the University Council. In these circumstances, the full range of other options for honouring significant achievements and distinctions should always be fully considered.

10. Criteria for Naming elements of the Estate after individuals of distinction

- (1) Naming of significant elements of the Estate will be reserved for those who have had a transformational impact on the University or the wider world. Exceptional circumstances

where naming of a significant element of the campus estate might be considered would normally combine:

- a) A wish to honour Individuals with extremely close associations to the University who have made outstanding and sustained contributions to Ugandan, African, or wider international societies and/or global higher education and research, and at the very highest levels. (Such individuals would not normally be a current student or member of staff at the University), *and*
 - b) Circumstances where the naming of a part of the Estate would be especially relevant, when compared with the University's many other forms of top-level recognition.
- (2) Consideration will also be given to any opportunity cost which may be relevant, should the same element of the Estate have strong potential for attracting high level philanthropic support.

11. Criteria for Naming of Chairs after individuals of distinction

- (1) The individual should be of such eminence in the relevant academic discipline that their name will be readily recognised by those now working in it.
- (2) It should not be expected that all, or indeed perhaps the majority, of chairs will be named. There needs to be good reason to do so, beyond the wish of any particular incumbent.
- (3) A proposal to name a chair should normally come forward at the time it is being created or, if an existing chair, filled. A very strong case would be required should chairs be named during the incumbency of an individual.

12. Process of Approval of Naming and Duration for individuals of distinction

- (1) It is essential that no contact is made with any individuals of distinction (or their family, representatives or descendants) who might be the focus of such a naming of part of the Estate, or of a Chair, before the proposal has been considered and approved fully by Council.
- (2) Requests for consideration of specific cases relating to the Estate must include consultation, to assess the strength of the case against the above criteria prior to Management recommendation to the Finance, Planning, Administration and Investment Committee and the Estates and Works Committee for consideration and further submission to the University Council for approval. Naming recognition connected to significant elements of the Estate to honour individuals of distinction, where approved, will usually be confirmed for a period of between 25 and 50 years of duration.
- (3) A decision to name a Chair requires a Council Resolution. The covering paper should include a brief explanation of the reason for naming the chair and for the chosen designation.
- (4) Once named, the expectation would be that the designation of the Chair would endure indefinitely and not be subject to change merely on the wish of any present or future incumbent.

13. Confirming the offer of naming recognition for individuals of distinction

- (1) Once internal approval has been fully confirmed in line with this Policy, subsequent contact with individuals or their family, representatives or descendants shall be made by the Vice Chancellor.

- (2) The Directorate of Legal Affairs will be responsible for facilitating and managing written agreements for naming of significant elements of the Estate after individuals of distinction, in line with the wider terms of this Policy and other relevant Policies.

14. Process for naming of any significant part of the University Estate

In cases of naming, whether based on philanthropy or distinction, is in respect of a significant part of the University estate, the following procedure shall be applied:

- (1) Any potential naming of any significant part of the Estate whether in recognition of philanthropy or to honour individuals of distinction, will be discussed by the Naming Committee and presented to Management.
- (2) The matter shall then be submitted by the Vice Chancellor to the Finance, Planning, Administration and Investment Committee and the Estates and Works Committee of Council.
- (3) When the Finance, Planning, Administration and Investment Committee and the Estates and Works Committee make a recommendation for the naming of a Building, the recommendation shall be submitted by the Finance, Planning, Administration and Investment Committee to the University Council for approval.
- (4) In cases where there is any doubt as to whether part of the Estate is considered 'significant' for the purposes of this Policy, the Deputy Vice-Chancellor (Finance and Administration) shall be consulted. In such a case, the Deputy Vice-Chancellor (Finance and Administration) will seek final guidance from Management.
- (5) Any naming recognition on the physical campus shall strictly comply with any legal agreements entered into by the University, such as wider funding agreements or limitations imposed by the planning authorities.
- (6) For the purposes of this policy, the definition of a 'significant' part of the Estate includes buildings, wings of buildings and significant high-profile spaces within buildings (such as floors, major lecture theatres and laboratories), and substantial external public realm spaces (Quads, squares, courtyards, etc.).

15. Changed campus circumstances/priorities relating to an existing named activity/facility.

- (1) For any naming, the University reserves the authority to consider other unforeseen factors as they may arise.
- (2) Even when the above standards are met, the University reserves the authority to edit names to conform to University practices with regard to the style, length, presentation of names, or description of program, space or activity.
- (3) In circumstances where the purpose of the building, facility, academic post, scholarship programme or other activity in question change considerably during the agreed period of naming recognition (through the need for redevelopment, or the planned withdrawal from a research/teaching area, for example), reasonable effort will be made to notify the donor or their representatives, and to discuss whether there might be any impact on the intended use of their gift.
- (4) Every effort will be made to honour the intention of the original gift and to identify alternative appropriate naming recognition opportunities, to address the circumstances in a mutually-agreeable manner.

16. Naming Committee

- (1) There shall be a Naming Committee appointed by the Vice Chancellor to consider, guide and direct the naming of all new campus facilities, roads and other public spaces on campus.
- (2) The Committee shall comprise of not more than seven (7) members representing the academic, administrative and support staff, and at least one student representative. The University Secretary shall be the secretary to the Committee.
- (3) The Responsibilities of the Committee shall include the following:
 - a) The Naming Committee's main role shall be advisory in nature. It will make recommendations to the Management.
 - b) Maintain and managing the inventory of campus properties including those that have not been named and those that have been named.
 - c) Considering significant questions or concerns about names or iconography on the University campus and, when appropriate, making recommendations to Management about renaming and/or changing campus iconography.
 - d) Formulating guidelines for the implementation of this policy, subject to approval by the University Council.
 - e) Any other responsibilities assigned by Management.
- (4) The tenure of the Naming Committee shall be three (3) years.

17. Review of the Policy

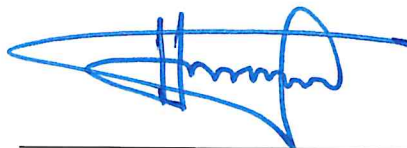
This policy will be reviewed by Council when the Council deems it necessary.

Approved on this 6th day of July 2022.



Lorna Magara

CHAIRPERSON UNIVERSITY COUNCIL



Yusuf Kiranda

SECRETARY TO COUNCIL