Botswana-Rutgers Leadership Summit and Executive Leadership Development Program Report

“This agreement goes beyond the traditional institutional academic agreement—it is not a partnership between Rutgers and a single university or consortium of universities, but a partnership with an entire nation”

—Robert L. Barchi, President, Rutgers University
THE BOTSWANA-RUTGERS PARTNERSHIP
LEADERSHIP SUMMIT OVERVIEW

The Botswana-Rutgers Leadership Summit, convened in May 2019 and December 2019 at Rutgers University, is a central component of the collaborative relationship being developed between the Government of the Republic of Botswana and Rutgers, The State University of New Jersey. The relationship between Botswana and Rutgers was initiated in February 2019. Named the Mahube (“Dawn”) Partnership for Transformation, this collaboration represents a unique effort between a nation and a university to address leadership, capacity-building, and knowledge transfer, as the Republic of Botswana transforms from its dependence on natural resources into a more knowledge-based economy. The partnership is led by Botswana President Mokgweetsi Eric Masisi and Rutgers President Robert Barchi.

The Mahube Partnership is focused on the following areas of identified public sector need:

- Enhancing the health care system—both infrastructure and education
- Providing leadership training and development across the public sector
- Creating policies and programs that encourage entrepreneurship
- Developing strength in information technology across government and health care
- Enriching higher education and developing strength in critical STEM field

Appendix A lists the key goals and activities that align with each focus area for the partnership.

In collaboration with the President’s Office, the Rutgers Center for Organizational Leadership led in the design, coordination, and delivery of the Summit. A delegation of 16 cabinet- and senior director-level government officials from Botswana participated in the 12-day residential event hosted by Rutgers in May 2019. A second delegation of 16 cabinet- and senior director-level government officials participated in a more condensed 7-day residential event in December 2019. Both programs were designed to accomplish the following aims:

- Deliver a leadership development program for senior Botswana government officials to enhance leadership competencies and capabilities
- Further relationships between Botswana executive leaders and Rutgers experts in specific areas that align with the five pillars of the partnership

Photos by Nick Romanenko ©
PROGRAM PARTICIPANTS

The following executive government leaders participated in the first program:

- Mr. Elias Magosi
  Deputy Permanent Secretary to the President
- Mr. Stanley Makosha
  Deputy Permanent Secretary, Office of the President
- Ms. Goitseone N. Mosalakatane
  Director, Directorate of Public Service Management
- Dr. Grace Kgakge Tabengwa
  Director General, National Strategy Office
- Ms. Grace Muzila
  Secretary Budget Administrator, Ministry of Finance and Economic Development (MFED)
- Dr. Theophilus Mooko
  Permanent Secretary, Ministry of Tertiary Education, Research, Science, and Technology (MOTE)
- Mr. Dikagiso B. Mokotedi
  Permanent Secretary, Ministry of Infrastructure and Housing Development
- Ms. Botshelo Mathuba
  Executive Director, Botswana Public Service College
- Ms. Peggy Serame
  Permanent Secretary, Ministry of Investment, Trade, and Industry (MITI)
- Ms. Alicia Mokone
  Deputy Permanent Secretary (ICT), Ministry of Transport and Communication (MTC)
- Prof. Doreen Ramogola-Masire
  Interim Dean for Faculty and Medicine and Deputy Dean for Research and Graduate Studies, University of Botswana (UB)
- Dr. Morrison Sinvula
  Deputy Permanent Secretary, Ministry of Health and Wellness
- Dr. Ompong C. Kereteletswe
  Reforms Coordinator, Public Sector Reforms
- Prof. Shedden Masupe
  CEO, Botswana Institute of Technology, Research and Innovation (BITRI)
- Dr. Bernard Bulawayo
  CEO, National Agricultural Research and Development Institute (NARDI)
- Dr. Thato Moumakwa
  Commissioning Manager, Sir Ketumile Masire Teaching Hospital
The following executive government leaders participated in the second Summit:

- Mr. Thuso Ramodimoosi
  Permanent Secretary, Ministry of Presidential Affairs, Governance and Public Administration
- Ms. Ruth Maphorisa
  Permanent Secretary, Ministry of Infrastructure and Housing Development
- Mr. Gaemelwe Goitsemane
  Permanent Secretary, Ministry of International Affairs and Cooperation
- Mr. Thato Raphaka
  Permanent Secretary, Ministry of Environment, Natural resources Conservation and Tourism
- Mr. Kabelo Ebineng
  Permanent Secretary, Ministry of Employment, Labour Productivity and Skills Development
- Ms. Keboonye Moepeng
  Permanent Secretary, Ministry of Nationality, Immigration and Gender Affairs
- Mr. Rule Jimmy Opelo
  Permanent Secretary, Ministry of Agricultural Development and Food Security
- Mr. Mmetla Masire
  Permanent Secretary, Ministry of Minerals Energy Resources, Green Technology and Energy Security
- Ms. Bonolo Khumotaka
  Permanent Secretary, Ministry of Land Management and Sanitation Services
- Ms. Matshidiso Bokole
  Permanent Secretary, Ministry of Defence, Justice and Security
- Ms. Bridgette John
  Permanent Secretary, Ministry of Basic Education
- Mr. Kago S Ramokate
  Permanent Secretary, Ministry of Youth Empowerment, Sports and Culture
- Mr. Thatayaone Dedede
  Deputy Executive Secretary, Botswana Public Service College
- Ms. Goaba Mosieryane
  Deputy Director General, National Strategy Office
- Ms. Keganele Malikongwa
  Acting Permanent Secretary, Ministry of Investment, Trade and Industry
- Dr. David Norris
  Vice Chancellor, University of Botswana
THE PROGRAM PLANNING TEAM

The core planning team for the Leadership Development Program from Rutgers University consisted of the following individuals:

- Dr. Brent Ruben
- Dr. Ralph Gigliotti
- Dr. Christine Goldthwaite
- Dr. Kathleen Immordino
- Dr. Morit Blank

The planning team from the Government of the Republic of Botswana included the following individuals:

- Ms. Goitseone N. Mosalakatane, Director, Directorate of Public Service Management
- Dr. Omponye C. Kereteletswe, Reforms Coordinator, Public Sector Reforms
- Ms. Botshelo Mathuba, Executive Director, Botswana Public Service College

Support in program planning and logistics at Rutgers was provided by staff from the Rutgers Center for Organizational Leadership, staff from Rutgers Global, members of the partnership planning team, and the Office of the President at Rutgers.¹

THE PROGRAM

The Leadership Summit programming was organized around an overarching framework developed specifically for the program and delivered by the Rutgers Center for Organizational Leadership. This framework—entitled Leadership in the Public Sector (LPS)—provided a holistic model for transformative leadership in public sector organizations. Inspired by the Malcolm Baldrige Performance Excellence Program and the Excellence in Higher Education model, this framework focuses on seven dimensions of excellence that are recognized as critical for organizational design, assessment, planning, and implementation. These seven dimensions—Leadership, Purposes and Plans, Beneficiary and Constituency Relationships, Programs and Services, Human Resources and Workplace, Metrics, Assessment, and Analysis, and Outcomes and Achievements—were customized

¹ Support for program planning and logistics was provided by the Rutgers Center for Organizational Leadership staff, Sherrie Tromp, Barbara Corso, Kimberly Davis, Morit Blank, Morgan Kandrac; by members of Rutgers Global, including Rick Lee, Greg Costalas, Karen Fowler, Alexis Davidson, and Kim Pernice; by members of the Rutgers Botswana-Rutgers Executive Planning Team including Ric Marlink, Francis Barchi, Rick Garfunkel, Barbara Lee, Michele Norin, Ted Baker, and Tom Farris; by staff from the Office of the President, including Chief of Staff, Brian Ballentine, Terry Ellmyer, and Kristen Logue. Special thanks also to Susan DiMaio who assisted with logistical planning.
for use in the partnership program by the Center. The framework was used to frame content sessions throughout the program, and was also used as an analytic tool to identify current strengths and potential areas for improvement within the government, and the delegate’s respective ministries, directorates, and agencies given the goals of transformational change. Sessions and case studies were designed to focus on each of the seven areas in relationship to the transformational leadership challenges, goals, and vision as articulated in the Botswana plan, Vision 2036—Achieving Prosperity for All.


In addition to the LPS model, another distinctive feature of the program was the development and use of a template that supported efforts among participants to develop personalized plans to advance transformative efforts within their areas of responsibility and for the overall team as the program progresses. Each participant was provided with a Personal and Organizational Leadership Plan template, which was updated daily and discussed periodically throughout the program. Over the course of the program, participants developed their plan in alignment with each dimension of the framework examined throughout the sessions. Participants were given an opportunity to present their implementation priorities and action steps in a closing session of the Summit. The goal was to have each leader return to Botswana with a comprehensive and personalized plan for applying concepts and competencies from the program in their own organizational setting.

**Program Components**

- A pre-program questionnaire to assess leadership goals, challenges, needs, and expectations
- Leadership in the Public Sector model: A framework for organizing, coordinating, and linking the various program modules
- Instructional (e.g., PowerPoint, and case studies) materials to accompany each of the modules in the curriculum
- Small group discussions
- Supplemental readings to accompany each of the modules in the curriculum
- Guiding questions to frame each module in the curriculum
- Program evaluations

**Session Topics**

The core modules for the program, customized to meet the unique challenges, goals, and vision outlined by the participants, included the following:

- Challenges and Strategies for a Changing Environment
- The LPS Framework: A Transformative Approach to Executive Organizational Leadership, Assessment, Planning, and Implementation
- Assessing and Leveraging Leadership Strengths
- Principles and Pragmatics of Leadership
- Change Leadership
- HR planning and implementation, and labor and workforce development
- Using Metrics, Measurement, and Strategic Leadership
- Using Metrics and Measurement for Performance Management
- Critical Incidents in Leadership and Leadership Style
- Crisis Leadership Core Principles
- Ethics and Corruption

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5 A personalized planning tool created interactively throughout the program to capture program topics, tools, action items, and implementation plans that form the basis of each participant’s personal and organizational follow-up “to do” list.
Additional topics addressed through discussion, case studies, and guest speakers during the initial Summit included:

- Leadership development, human resources, and distance learning
- Leadership and institutional contributions to urban and community development – challenges, opportunities, lessons learned
- Increasing local economic and social determinants of health benefits through local and regional supply chain sourcing
- Synchronous classroom technology and its applications for remote learning
- Developing the pipeline of future leaders in Africa

Additional Elements

The program also included a variety of benchmarking opportunities, including visits to and meetings with the leaders of select units, departments, and schools at Rutgers, along with presentations by guest speakers who addressed applied practices and key concepts in executive leadership and public service.
PRE- AND POST-PROGRAM EVALUATION

Pre-program Survey

The purpose of the pre-program survey was to learn about the participants’ needs and thoughts on leadership challenges, goals and expectations in advance of their visit, in order to design a meaningful agenda for the inaugural summit.

Week 1 Evaluations

At the completion of the first week of Summit I, evaluation surveys were administered, and results were utilized to refine elements of the second week of the program. Based on the responses, program developers shaped and re-evaluated the program agenda. Additional individual and group meetings and visits were created to fulfill the specific needs of all participants. In addition, individual tracks were created for one day of the program to accommodate focused areas of interest and expectations, and to facilitate discussions within other areas of the partnership.

Final Evaluation

The final session of the program was designed for reflections and a discussion of next steps. Participants reflected on their visit and publicly noted the value of their participation in the Summit. Below is a sample of qualitative comments shared in this closing session:

- “We benefited from all of the sessions provided in the program.”
- “Every session has been world class. The training was extremely useful and exposed us to a lot of relevant information.”
- “This experience has reenergized me. The opportunity to sit back and think was so beneficial.”
- “We all remain hopeful and I hope the people at home will notice the difference.”
- “My passion has been rekindled. I have been awakened from my sleep.”
- “What I have gained here is a family. I have grown personally from working as a team. I feel like we are one person – now we can work together.”
- “Seeing leadership-in-action crystallized it for us.”
- “I now go back to Botswana with a great deal of hope.”
- “LPS model is a good model – we really need a model.”
- “Our nation is waiting in anticipation for us to transform the country for a new economy. It is important that we move in synergy with others that came here.”

A final program follow-up evaluation was administered electronically. When asked about their overall assessment of the Summit, participants rated the program “effective” to “highly effective” with an average rating of 4.86 out of a five-point scale. The qualitative feedback in the assessment reflected many of the themes shared in the concluding presentation as noted, including the following comments:

- “Leadership training included practical examples of the use of the principles and theories, using an established framework tool in a manner that is customizable in real time; and a team with diverse expertise and experiences.”
▪ “All topics were relevant and presented in a practical manner.”
▪ “Presenters were very knowledgeable and experienced, enabling most of us to introspect on how we lead, and to stop and start behaving in certain ways that somehow sabotage our goals and objectives.”
▪ “The program was designed around excellent leadership and change management models that are highly recommended for our colleagues to adopt.”
▪ “The Summit accorded me the opportunity to reflect on leadership issues and how I/we can improve on what I am doing. The discussions and interactions with different leaders assisted in enriching the experience.”

GOING FORWARD

Follow-up to the residential program will continue on a regular basis via telepresence sessions and will focus on areas determined to be most relevant and appropriate. Additionally, monitoring and coaching of individual participants is available to members of the Executive Leadership Team as they work on implementing leadership and organizational advancement initiatives.

The Botswana-Rutgers Leadership Development Program plans call for the review and design of additional leadership development programming to be offered in-residence at Rutgers with telepresence mentoring and support.

Materials for the Summit were prepared by the Rutgers Center for Organizational Leadership. As an outcome of the partnership and as noted as an area for future enhancement by Summit participants, the vision is for future program materials, such as Botswana-specific case studies, to be developed by the Botswana planning team members and through collaborative efforts with Rutgers Center team members.
Appendix A: Botswana-Rutgers Mahube Partnership for Transformation
Focus Areas with Key Goals and Activities

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Key Goals and Activities</th>
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<tbody>
<tr>
<td>Health Care</td>
<td>▪ Create a general practitioner-led primary care system</td>
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<td>▪ Deepen expertise in health care leadership</td>
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<td>▪ Address rising need for specialized care</td>
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<td>▪ Optimize integration of new tertiary care hospital into existing system</td>
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<td>Leadership Development</td>
<td>▪ Strengthen leadership capacity across government agencies</td>
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<td>▪ Share strategies for planning and execution, accountability, and driving change</td>
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<td></td>
<td>▪ Develop training programs to cultivate new leaders</td>
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<td>Entrepreneurship</td>
<td>▪ Develop policies and programs for aspiring entrepreneurs</td>
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<td></td>
<td>▪ Train researchers and entrepreneurs in technology commercialization</td>
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<td></td>
<td>▪ Develop knowledge of global business environment</td>
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<td></td>
<td>▪ Incorporate principles of entrepreneurship into post-secondary education</td>
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<td>Knowledge Hub</td>
<td>▪ Establish infrastructure to facilitate knowledge exchange through telepresence technology</td>
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<td></td>
<td>▪ Build capacity for e-commerce, intellectual property management, and contract negotiation</td>
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<td>Education</td>
<td>▪ Move higher education beyond bachelor’s degree to master’s and Ph.D. training</td>
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<td></td>
<td>▪ Develop biomedical engineering degree program and other STEM areas</td>
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<td></td>
<td>▪ Enhance professional education in key health disciplines such as pharmacy</td>
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6 This report focuses specifically on the goals of the leadership development program; however, it is important to note that while at Rutgers, the delegation members met with and continued planning efforts with Rutgers counterparts in the areas of health, entrepreneurship, information technology, and higher education enhancement in the STEM fields. Additionally, the program provided an opportunity to acquaint members of the delegation with administrators, faculty, staff, and infrastructure resources at Rutgers that could serve to enhance broader partnership goals.
## Appendix B: Summit I Hosts and Presenters

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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</thead>
<tbody>
<tr>
<td>Mr. Robert Asaro-Angelo</td>
<td>Commissioner, New Jersey Department of Labor and Workforce Development</td>
</tr>
<tr>
<td>Dr. Ted Baker</td>
<td>Professor and George F. Farris Chair in Entrepreneurship, Rutgers Business School, Rutgers, the State University of New Jersey</td>
</tr>
<tr>
<td>Dr. Brian Ballentine</td>
<td>Chief of Staff, Office of the President, Rutgers, the State University of New Jersey</td>
</tr>
<tr>
<td>Dr. Francis Barchi</td>
<td>Associate Professor, Edward J. Bloustein School of Planning and Public Policy, Rutgers, the State University of New Jersey</td>
</tr>
<tr>
<td>Dr. Robert Barchi</td>
<td>President, Rutgers, the State University of New Jersey</td>
</tr>
<tr>
<td>Dr. James Cahill</td>
<td>Mayor, New Brunswick, NJ</td>
</tr>
<tr>
<td>Mr. Anthony Calcado</td>
<td>Executive Vice President for Strategic Planning and Chief Operating Officer, Rutgers, the State University of New Jersey</td>
</tr>
<tr>
<td>Dr. Nancy Cantor</td>
<td>Chancellor, Rutgers University-Newark</td>
</tr>
<tr>
<td>Dr. Thomas Farris</td>
<td>Dean, School of Engineering, Rutgers, The State University of New Jersey</td>
</tr>
<tr>
<td>Ms. Vivian Fernández</td>
<td>Senior Vice President for Human Resources and Organizational Effectiveness, Rutgers, The State University of New Jersey</td>
</tr>
<tr>
<td>Ms. Alexis Fulks</td>
<td>Director Marketing, Communications, and Strategic Initiatives, School of Health Professions, Rutgers Biomedical and Health Sciences, Rutgers, The State University of New Jersey</td>
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<tr>
<td>Dr. Eric Garfunkel</td>
<td>Vice President, Rutgers Global, Rutgers, The State University of New Jersey</td>
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<tr>
<td>Dr. Ralph Gigliotti</td>
<td>Director for Leadership Development and Research, Center for Organizational Leadership, Rutgers, the State University of New Jersey</td>
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<tr>
<td>Dr. Barbara Gladson</td>
<td>Associate Dean for Academic Affairs, School of Health Professions, Rutgers Biomedical and Health Sciences, Rutgers, The State University of New Jersey</td>
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<tr>
<td>Dr. Robert Goodman</td>
<td>Executive Dean, School of Environmental and Biological Sciences, Executive Director, Rutgers New Jersey Agricultural Experiment Station, Rutgers, The State University of New Jersey</td>
</tr>
<tr>
<td>Name</td>
<td>Position/Institution</td>
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<tr>
<td>Mr. Paul Hammond</td>
<td>Associate Vice Chancellor for Technology and Instruction, Rutgers, the State University of New Jersey</td>
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<tr>
<td>Dr. Kathleen Immordino</td>
<td>Part-time Lecturer, Rutgers School of Business – Camden, Rutgers University; Consultant in Management, Leadership, and Human Resources</td>
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<tr>
<td>Dr. Barbara Lee</td>
<td>Senior Vice President for Academic Affairs, Rutgers, The State University of New Jersey</td>
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<tr>
<td>Dr. Lei Lei</td>
<td>Dean and Professor, Rutgers Business School, Rutgers, The State University of New Jersey</td>
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<tr>
<td>Dr. Jacqueline Litt</td>
<td>Dean, Douglass Residential College and the Douglass Campus, School of the Arts and Sciences, Rutgers, The State University of New Jersey</td>
</tr>
<tr>
<td>Dr. Kevin Lyons</td>
<td>Associate Professor of Professional Practice, Supply Chain Archaeology, Rutgers Business School, Rutgers, The State University of New Jersey; Director, Rutgers Business School Public Private Community Partnerships</td>
</tr>
<tr>
<td>Dr. Gwen Mahon</td>
<td>Dean, School of Health Professions, Rutgers Biomedical and Health Sciences, Rutgers, the State University of New Jersey</td>
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<tr>
<td>Dr. Peter March</td>
<td>Executive Dean, School of Arts and Sciences, Rutgers University-New Brunswick, Rutgers, The State University of New Jersey</td>
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<tr>
<td>Mr. Josh Margolin</td>
<td>ABC News Senior Investigative Reporter</td>
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<tr>
<td>Dr. Richard Marlink</td>
<td>Director, Rutgers Global Health Institute, Rutgers, the State University of New Jersey</td>
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<tr>
<td>Dr. Richard McCormick</td>
<td>President Emeritus, Rutgers, The State University of New Jersey</td>
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<tr>
<td>Mr. Pete McDonough</td>
<td>Senior Vice President for External Affairs, Rutgers, The State University of New Jersey</td>
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<tr>
<td>Ms. Michele Norin</td>
<td>Senior Vice President and Chief Information Officer, Rutgers, The State University of New Jersey</td>
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<tr>
<td>Dr. Richard Novak</td>
<td>Vice President, Division of Continuing Studies, Rutgers, The State University of New Jersey</td>
</tr>
<tr>
<td>Name</td>
<td>Position and Institutional Affiliations</td>
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<tr>
<td>Dr. Ronald Quincy</td>
<td>Professor of Professional Practice, Visiting Senior Fellow for Diversity Studies, John J. Heldrich Center for Workforce Development, Edward J. Bloustein School of Planning and Public Policy; Co-Academic Director, Collaborative Center for Community-Based Research and Service; Academic Director, Rutgers Civic Leadership Institute; Mandela Washington Fellowship for Young African Leaders; Faculty Director, South Africa Study Abroad, Honors College and School of Arts &amp; Sciences Honors Program, Rutgers, The State University of New Jersey</td>
</tr>
<tr>
<td>Dr. Denise Rodgers</td>
<td>Vice Chancellor for Interprofessional Programs, Rutgers Biomedical and Health Sciences, Rutgers, The State University of New Jersey</td>
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<tr>
<td>Dr. Brent Ruben</td>
<td>Executive Director, Center for Organizational Leadership, Rutgers, The State University of New Jersey</td>
</tr>
<tr>
<td>Ms. Karen Shapiro</td>
<td>Chief Administrative Officer, School of Health Professions, Rutgers Biomedical and Health Sciences, Rutgers, The State University of New Jersey</td>
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<tr>
<td>Mr. Ted Sherman</td>
<td>Reporter for NJ Advance Media and Writer for The Star-Ledger</td>
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<tr>
<td>Ms. Sherrie Tromp</td>
<td>Associate Director, Center for Organizational Leadership, Rutgers, The State University of New Jersey</td>
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