

## **Duke University: Fuqua School of Business**

### **Management Education Activities in Africa**

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The Fuqua School of Business, in partnership with Duke University, is committed to developing and providing health management education and management education more generally in Africa and other emerging markets. This document lists recent Fuqua projects regarding Africa.

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#### **A. Philosophy: Each of our projects reflects two major assumptions**

1. Strong general management skills are critically important for the success of both business and social organisations.
2. Any project that we engage in needs one or more strong local partners, both to ensure that the project meets local needs and to support the ongoing sustainability and scalability of the project.

#### **B. Recent projects**

1. Global Health Workforce Alliance (GHWA) private sector task force (2008-present; Fuqua leader: Jeffry Moe)
2. Healthcare worker shortage initiative (2007-present; Fuqua leader: Jeffrey Moe)
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8. Uganda health sector initiative (2009-present; Fuqua leader: Will Mitchell)
9. Nigerian primary health care management education initiative (2009-present; Fuqua leader: Will Mitchell).
10. Wits-Duke Health Management Education program (2009-present; Fuqua leader: Will Mitchell)
11. Wits-Duke Small Business Education program (2009-present; Fuqua leader: John Lynch)
12. BMF-Duke MBA Fellowship and AMP Fellowship (2010; Duke/Fuqua leaders: Sharmila Chetty & Karen Roux, Liz Riley Hargrove & Valerie Hausman)
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14. Witswatersrand-KwaZulu Natal (KZN) South African Masters Programme In Hospital Management (Duke leader: Will Mitchell)
15. Duke Clinical Research Institute clinical registry (2010; Duke leaders: Eric Petersen and Kevin Schulman).
16. Mali health management programme (2010; Duke leaders: Jeff Moe and Caroline Hope Griffith).
17. Faculty involved in research and teaching involving Sub-Saharan Africa and other emerging markets

1. **Global Health Workforce Alliance (GHWA) private sector task force** (2008-present; Fuqua leader: Jeffry Moe): In partnership with the DGHI, Fuqua is participating in a World Health Organization (WHO) task force that is facilitating cross-border scaling and implementation of private health sector initiatives that increase supply, effectiveness, and retention of health sector workers in sub-Saharan Africa. The Task Force has been supported through grants from the Robertson Foundation, WHO, and the Bill and Melinda Gates Foundation. Initial funding will end in January 2010 and we are currently seeking support to continue this initiative.
2. **Healthcare worker shortage initiative** (2007-present; Fuqua leader: Jeffrey Moe): In partnership with the Duke Global Health Institute (DGHI), we sponsored a multi-county forum on the private sector response to the African healthcare worker shortage in 2007 and have continued with several post forum initiatives. As part of this initiative, Fuqua and the DGHI has undertaken a landscaping on the demand and supply for global capacity building in health management, financing, and policy; the project collected, synthesized, and analyzed evidence on the needs and demands for health systems experts in low- and middle-income (LMI) countries, as well as identified and evaluated past and current training platforms and networks in the areas of health systems financing, policy, and management. This set of programs has been supported by the Rockefeller Foundation, Bill and Melinda Gates Foundation, and other sources.
3. **International health systems competencies and curricula** (November 2009; Fuqua leader: Kevin Schulman). We convened a task force of leaders and experts from schools of business, medicine, and public health in emerging and developed markets, and charged the group with stimulating new ideas and proposing recommendations on how best to strengthen and develop health systems training/education, competencies, and curriculum. Primary findings from the interviews conducted before the task force meeting indicated that the 20 schools represented by the task force members offer 34 programs that teach a health systems topics and skill sets, with some overlapping topics and skill sets across schools of business, medicine, and public health. Over half of the programs train full-time students, while the remaining programs train professionals who work for different kinds of institutions, including the government, government hospitals, private for-profit hospitals, and the private for-profit sector. There was an agreement among most of the task force members on the most needed management, policy, and financing competencies in their countries. A number of institutions are using a variety of approaches to fill those gaps in health systems competencies, but many constraints to filling these gaps remain, particularly the challenge of hiring an adequate number of quality professors and instructors. The research underlying the conference has led to two reports. This set of program was supported by the Rockefeller Foundation.
4. **The Interschool Health Systems Education Network** (November 2009 – present) (Fuqua leader: Kevin Schulman); is a multidisciplinary association of educators from schools of business, medicine and public health around the world. The network is an outcome of the International Health Systems Competencies and curricula project which was funded by Rockefeller Foundation. The IHSEN mission is to support and advance health systems education in emerging markets by promoting collaborations between schools the schools and by facilitating the sharing and development of health systems education and resources. Fourteen countries and twenty institutions are currently represented in the network
5. **Student social entrepreneurship projects** (2008-present; Fuqua leader: Matt Nash): Fuqua's Center for the Advancement of Social Entrepreneurship (CASE) has sponsored student projects (in the form of Global Consulting Practicaa) in several countries in sub-Saharan Africa, again in partnership with the DGHI. This program is funded by Fuqua.
6. **J&J-GBSN African health sector faculty initiative** (2008-present; Fuqua leader: Will Mitchell): Fuqua is the lead partner on a program to bring faculty members from African business schools to the US (Duke and UCLA) to improve their ability to teach, develop programs, and undertake health sector research activities at their home institutions. The first faculty member (from USIU in Nairobi) took part in fall 2008, the second participant (from Strathmore in Nairobi) is currently in residence, the third (from Wits Medical School) will join us in spring 2010, and the fourth (from GIMPA in Ghana) will be here in summer 2010. This program is funded by the Johnson and Johnson Foundation.
7. **Leadership mentoring** (2007-present; Duke leaders: Liz Mellon and Sharmila Chetty): Duke Corporate Education has created a mentoring program in South Africa as part of a customized development program for senior executives. The executives work one-on-one with leaders of local NGOs to help them develop fundamental management skills and to act as business advisors on

priority issues identified by the NGO. This program is funded by the local corporate partners of Duke Corporate Education.

8. **Uganda health sector initiative** (2009-present; Fuqua leader: Will Mitchell), In partnership with the Duke Divinity School and the DGHI, Fuqua is currently working with three universities and three medical support bureaus in Uganda to develop a health management education program for district level public and not-for-profit health care providers. We plan to offer the first program in summer 2010. This program is funded by the Robertson Foundation.
9. **Nigerian primary health care management education initiative** (2009-present; Fuqua leader: Will Mitchell). In partnership with the Nigerian Primary Health Care Development Agency (NPHCDA), Fuqua is helping to develop a health management education program that launched in December 2009. This program is funded by the government of Nigeria (Office for the Head of Service), with support for international technical support activities from the Bill and Melinda Gates Foundation.
10. **Wits-Duke Health Management Education program** (2009-present; Fuqua leader: Will Mitchell). In partnership with the Wits Business School in Johannesburg, we have developed the core curriculum for a health management education program that targets experienced health care professionals and staff members in the public and not-for-profit health care organizations in South Africa. We offered the first program in 2009. The initial program was supported by the Duke Social Leadership Initiative.
11. **Wits-Duke Small Business Education program** (2009-present; Fuqua leader: John Lynch). In partnership with the Wits Business School in Johannesburg, we have developed the core curriculum for a small business education program that targets early stage entrepreneurs in the private and social entrepreneurship sector in South Africa. We offered the first two programs in 2009 and a third program in 2010. The initial programs were supported by the Duke Social Leadership Initiative (DSLII). The third programme was supported by the Centre for Entrepreneurship at Wits Business School, with supplemental support from the DSLII.
12. **BMF-Duke MBA Fellowship and AMP Fellowship** (2010; Duke/Fuqua leaders: Sharmla Chetty & Karen Roux, Liz Riley Hargrove & Valerie Hausman). In partnership with the Black Managers Forum (BMF) in South Africa and Duke Corporate Education South Africa, Fuqua is sponsoring a fellowship for a historically under-privileged student to enroll in our new Cross-Continent MBA program and in our AMP executive education program. The first student will enter the CC MBA program in 2010. The fellowship program is being supported by the BMF and by Fuqua, with the potential for engagement by a corporate partner.
13. **Fuqua International Center** (Fuqua leader: Bertrand Guillotin): Ongoing support for student exchanges with business schools in Africa. Africa-focused career services support for Goldman Sachs (2009-2010).
14. **Witswatersrand-KwaZulu Natal (KZN) South African Masters Programme In Hospital Management** (2010; Duke leader: Will Mitchell). Two universities in South Africa (Universities of KwaZulu Natal and Witwatersrand) have been offering a Masters programme in Hospital Management under the mandate of South African Department of Health since 2006; about 150 chief executive officers from the 433 South African public hospitals have been enrolled in this programme. Duke initially participated as faculty members in the programme in Johannesburg. We have now agreed to join the two South African universities as international partners in the programme. The partnership will include both programme development and research collaboration. This work collaborates with HSM faculty.
15. **Duke Clinical Research Institute clinical registry** (2010; Duke leaders: Eric Petersen and Kevin Schulman): We are working with faculty at the Wits Medical School to establish a clinical registry in South Africa (cardiovascular, endocrine-metabolic, reproduction and cancer) which can be used for generating good quality data for future intervention and outcome studies. We plan to link the registrar to the Wits-KZN masters programme. This work collaborates with HSM faculty.
16. **Mali health management programme** (2010; Duke leaders: Jeff Moe and Caroline Hope Griffith). As an outgrowth of the Global Health Workforce alliance we are working with Professor Ogobara K. Doumbo from the University of Mali to establish a health management education programme in that country. The goal of the programme is (a) To increase access to health services for under-served areas of rural Mali beginning with a pilot assessment and interventions in the Sikasso Region in Mali (b) To improve health outcomes patient satisfaction and population risk reduction) for the populations through improvement of management and research capacity of health professionals working in the

area. The first phase of the project is expected to be completed by October with the management training to be offered in December 2010. This work collaborates with HSM faculty.

17. **Faculty involved in research and teaching involving Sub-Saharan Africa and other emerging markets:** Ashish Arora, Cam Harvey, Lucy Reuben, Ronnie Chatterji, John Lynch, Will Mitchell, Gavan Fitzsimmons, David Robinson, Manju Puri, Debu Purohit, Preyas Desai (leading an “emergent markets research centre initiative), Arie Lewin (Center for International Business Education and Research), John Coleman.

### **C. Recent partners**

1. **Fuqua:** CASE, HSM, CEI, International Center, CIBER
2. **Duke:** DGHI, Divinity School, DCRI, Duke Social Leadership Initiative
3. **External:** Wits Business School and Medical School, Black Managers Forum of South Africa, Bill & Melinda Gates Foundation, Rockefeller Foundation, National Primary Health Care Development Agency of Nigeria, J&J Foundation, Uganda consortium (Uganda Catholic Medical Bureau, Uganda Protestant Medical Bureau, Uganda Islamic Medical Bureau, Makerere University, Uganda Martyrs University, Uganda Christian University), Global Business School Network, World Health Organization