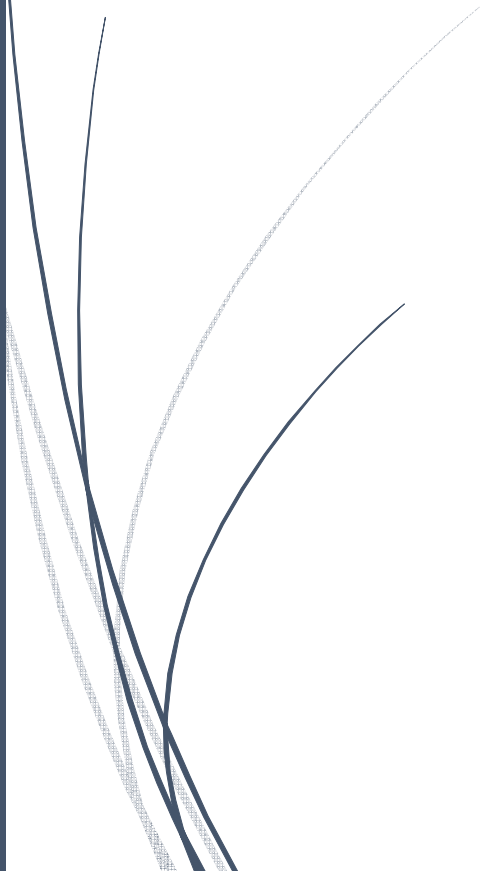




Visitor's Report

FEBRUARY 25TH, 2013

Restructuring the University of Mauritius



25th February 2013

Hon. Dr. Navinchandra Ramgoolam, GCSK, FRCP
Prime Minister,
Minister of Defence, Home Affairs and External Communications,
Minister for Rodrigues,
Treasury Building,
Port Louis.

Dear Prime Minister,

Visitor's Report on the Restructuring of the University of Mauritius

I am pleased to submit to you, Honourable Prime Minister, a Report on the Restructuring of the University of Mauritius in my capacity as Visitor.

This Report, copy of which is enclosed for your kind consideration, follows the two Special Reports submitted to you earlier on the subjects of UoM Trust and the BPharm courses run by the University.

Dharam Dev Manraj
Visitor

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Note:

The pronoun “he” used in this document is gender-neutral. “He” stands for “He/She”.

1.0 Executive Summary

- 1.1 Over the past two decades, the University of Mauritius (hereinafter UoM) steadily increased enrolment and diversified their academic catalogue to reflect new economic realities. However, despite several attempts, the fundamental management structure of the UoM failed to symbiotically evolve in conformity with these rapid developments, and this persistent stagnation adversely affected the efficiency and continued operation of the University. Recognizing the need to challenge the status quo, the Council deemed fit to undertake a new comprehensive restructuring exercise.
- 1.2 Following my appointment as Visitor, I undertook a complete analysis of the operational issues, hierarchal structure, and experiences of the current students and staff of the University shared with me throughout the past months. Their valuable inputs helped me holistically appraise the ecosystem and note the most significant elements affecting the University: bottlenecks in day-to-day decision-making, over-centralization of power at the top management level, unclear demarcation of responsibilities, lack of long term planning, substandard facilities and services to students or staff.
- 1.3 It has been argued that the University needs more staff to address its problems. However, my assessment of the situation is that the University needs a much more intelligent way of working rather than any substantial increase in administrative staff.
- 1.4 Considering those strenuous impingements, the models of highly successful academic institutions overseas, and the realities of our local economy, I am recommending the following:
- (i) A new organization structure with clearly demarcated functions and sharing of responsibilities;
 - (ii) New responsibilities for the two Pro-Vice-Chancellors;
 - (iii) Restyling of posts to shoulder specific responsibilities;
 - (iv) Different secretaries to serve different Statutory Committees. Council to avail itself of the services of a professional Chartered Secretary;

- (v) Senate (a) to explore the possibility of setting up two new Faculties namely Faculty of Information Technology and Faculty of Medicine and Health Sciences; and (b) to revamp the Faculty of Agriculture by enlarging its portfolio of courses to include Ocean Studies to develop the Ocean Economy;
- (vi) The process for private tertiary institutions to affiliate with UoM should be streamlined to reduce undue processing delays;
- (vii) The UoM should adopt a system of independent peer reviews in the areas of classroom performance, promotion and research;
- (viii) The UoM should devise a policy for patenting inventions from university research and brokering these patents to businesses and start-ups;
- (ix) The UoM should consider the setting up of an Extra Mural Department for outreach activities for the community;
- (x) The UoM to set up a Consultative Committee to ensure greater collaboration between the University and the private sector;
- (xi) A Unit should be established within the UoM to guide students and advice on employability/placement/career guidance/choice of fields of study;
- (xii) The setting up of a UoM Research and Development Fund (UoM RDF) to finance advanced research activities and to develop the appropriate infrastructure on the campus;
- (xiii) New Statutes and Revised Schemes of Service to render effective the new organization structure; and
- (xiv) The University of Mauritius to sign up to the Magna Charta Universitatum (Bologna, Italy).

2.0 Introduction

2.1 Overview

The present organizational structure of the UoM is over a quarter of a century old; in 1987, management started to stringently focus on swiftly diversifying their academic portfolio to cope with a dynamic global scene, a local economic boom, and a growing student pool. Following the successful inception of various academic programmes, their vision and focus were not realigned to focus on long term sustainability, flexibility, and reliability.

As the impetus behind these surges are gradually stabilizing, and Mauritius is completing its transition from an agrarian economic model to a service-oriented one, there is an urgent need for the UoM structure to be radically altered to foster the development of a true knowledge hub. The priority should no longer be merely aggressive expansion, but rather a careful management of resources, good governance, gearing up a workforce for an increasingly competitive environment, and also integrating aspirations and expectations of students within the decision making process.

The urgency for these improvements to our core educative system should outweigh the reluctance to change demonstrated by some stakeholders who have vested interests in maintaining the status quo.

2.2 Scope

This Report is a short, concise, series of pragmatic and implementable recommendations that are designed to complement the previous Special Reports on the UoM Trust and the BPharm Programme.

The preponderant goal of this exercise is to ultimately better serve the student population and the country at large.

2.3 Methodology

To be able to provide valid, practical, suggestions to enhance the current system, it was critical to:

- Scrutinize memoranda and representations received to assess the current situation, identify key weaknesses, and incept a set of viable solutions.
- Analyze past restructuring proposals and reports.
- Meet with key stakeholders at the administrative, faculty, and student level.
- Analyze the models of successful foreign tertiary institutions.
- Interpret the amalgam of data, design a new structure, and make the necessary recommendations for a feasible implementation.

2.4 Acknowledgements

I would like to personally thank the Chairman of the Council, the Vice Chancellor, the Registrar, the Budget Director, the University of Mauritius Academic Staff Union (UMASU), the University Staff Union (USU), the University Technicians Union (UTU), the UoM Students' Union, and everyone else who provided their input for my consideration. This proposal is a reflection of the sincere dedication of individuals who shared their concerns, provided constructive feedback on our suggestions, and proposed methods to improve the quality of education and operation of the University.

3.0 The Problem Areas

In light of the representations made, evaluative reports and documents presented, I assessed the situation and determined the major weaknesses of the current UoM system as follows:

3.1 Delays in Decision Making

A contemporary university should be governed as a competitive organisation; conversely maximizing the students' benefits, reducing waste and overheads, proactively searching for alternative sources of funding, reacting promptly to changes in the environment, efficiently managing staff, faculties, and student affairs, and operating with minimal external undue influence. It should be a cohesive unit adaptable to a panoply of situations to ensure that they are able to act within a reasonable time frame.

Unfortunately, it is observed that there are considerable, unexplainable, delays in decision making for situations requiring immediate action or for issuing approvals to various pre-vetted initiatives such as signing research contracts and issuing payment for bills. Bottlenecks at the top management level account for most of these delays and inactions.

3.2 Excessive Centralization

The sheer size and diversity of the UoM require a dynamic structure with independent, yet cohesive, authoritative units capable of making decisions unencumbered or free from excessive and unnecessary micromanagement. A compartmentalized structure with no over-centralization of power at the top management level reduces the potency of interest groups, individual agendas: the UoM should have a fluid management, taking the right decisions for the benefit of the students and the improvement of the institution.

It was observed that the need to tunnel power through the top management, often on petty matters, is the principal cause of delays in decision-making, adversely affect the day-to-

day operations, and reducing the overall effectiveness of the University. This unnecessary exercise limits the ability of the UoM to:

- Adapt to changing parameters and resolve issues in a timely fashion.
- Devote enough time on strategic issues.
- Favour good governance and delegation of non-critical decisions.
- Have a proper line of communication within key elements of the structure namely senior management.

3.3 Weak Governance

Secretarial services to University Committees (Council, Senate, Budget and Infrastructure, and Staff) are currently being provided by the Office of the Registrar and the same office is involved with the implementation of many decisions taken at the level of these Statutory Committees.

This methodology compromises the ability of these Committees to properly delineate between their responsibilities, accurately record and document their decisions, and be accountable for their decisions at each level due to obfuscated duties. Moreover, this system impedes timely implementation, proper monitoring of decisions, and ultimately enables each Committee to be unduly influenced, intentionally or unintentionally.

3.4 Lack of Focus on Long-term Planning

A successful education institution should be able to broadly prognosticate future market demands, improve teaching methods to reflect cutting-edge technology, recruit new talents, explore novel academic avenues, encourage in-house Research & Development, maintain a healthy environment for the students, and ultimately nurture the development of a generation. Furthermore, the University governance structure and procedures should be geared towards making the institution more dynamic, proactive that would enable it to improve its ranking both at regional and international level and to become a major player in the higher education sector in the region. This often overlooked responsibility of a University requires a dynamic management team continually refining their initiatives for long term projects, solutions, and goals that transcend their stay in Office.

The lack of proper infrastructure, accreditation for degrees offered, seating space in public areas, contingency plans for disruptions in routine operations, skewed student-lecturer ratio, overcrowded classrooms, timely stock of laboratory consumables, and absence of any discretionary funding for transient fluctuations in policy reflects an unacceptable deficiency in the planning process.

The strategic plan (2006-15) of the UoM dates back to 2006. It has to elaborate a new strategic plan with a clear vision, strategic goals and an action plan with time frame, allocation of responsibilities and financial forecast. Such a Plan would enable the University to make its case for funding, raise funds from the private sector and develop its own business plan to increase its own revenue in order to achieve its vision and strategic objectives.

3.5 Poor Maintenance of Facilities and Services

The absence of a structured senior management unit ensuring the proper upkeep of services and facilities is directly responsible for the numerous problems recently publicized in the press, complaints from the student body, and increasing hazards; the lack of proper maintenance of University grounds and facilities result in a subpar service with an increased health and safety risk for staff and students.

4.0 The Situation

Students are the essence of any educational institution and the most valuable asset a University can aspire to have. It is thus the responsibility of the managing structure to adapt, when necessary and possible, accordingly to cater for any reasonable needs that further the students' educational aspirations and well-being, personal development, and overall happiness. After meeting with the representatives of the Students' Union and concerned students, reviewing the current atmosphere on campus, and considering ways to improve the scholastic experience, I have deemed fit to investigate a list of issues raised by the Students' Union and other organizations.

Within each area of concern, I have elicited an official response from the Management.

4.1 Academics

4.1.1 Students' Concern

The Student Body and part of the teaching staff have raised several issues with the current educational system at the UoM:

- Heavy Teaching Load - The academic staff to student ratio is affecting the learning, teaching, and research output.
- Examinations – Issues with Catch-up examinations and semester to yearly course reversals.
- Research & Development - There is only sporadic involvement at the UoM.
- Space – Classes, Laboratories, and Libraries lack space and seating arrangements for all students enrolled.

4.1.2 Management Response

- Heavy Teaching Load

Lecturers are still subject to supervision and monitoring by Programme coordinators, Heads of Departments, and Deans of Faculties. Complaints received with output of lecturers or their office hours are properly looked into.

➤ Examinations

Catch-up Exams are difficult to implement and requires extensive administrative processes to conduct such examinations. To lessen the burden on yearly examinations, the UoM transitioned to the semester scheduling from the previous yearly modules to become more compatible with International norms and establish a proper credit system.

➤ Space

The UoM does not have enough space to expand its infrastructure.

4.1.3 Observations

➤ Heavy Teaching Load

The disproportionate faculty to student ratio is one the lowest among international Universities of the same calibre. This discrepancy is severely impeding the learning process, reducing student-faculty interactions that are detrimental: (a)for exam preparation(b) enabling more personalized feedback in student evaluations for non-empirical courses, and (c) encouraging collaborative efforts or individual contributions during the class period.

While considering long term solutions to the problem, the UoM Management should also investigate short term fixes that could alleviate the current situation; enforcing a more prevalent online presence for lecturers via email or messaging boards and adopting Internationally accredited educational collaborative platforms such as Blackboard,Instructure's Canvas, Moodle, OpenCourseWare (OCW), or other free open source platforms that could democratize access to course information in a timely fashion for every student. These e-Learning programs are aligned with the Government's philosophy of digitizing our future generations, and it would

simultaneously alleviate the time crunch experience by lecturers trying to respond to a large number of requests.

➤ Examinations

I have been informed that the recent transition from the Yearly to Semester system wasn't a first attempt in this exercise: it was implemented a few years ago before reverting back to the yearly system. Such volatility in a core educational protocol should not be allowed or considered by the Management; they should thoroughly investigate the feasibility of any measure before implementing it, standing by their decisions if they have overwhelming evidence that it is the right course of action, and most importantly they need to develop policies that would not disrupt the educational experience or graduation path of existing students. Reformed policies should, when possible, be applied only to first year students and be valid throughout their time at the UoM.

The UoM management should develop a more comprehensive catch-up examination policy that takes into account extenuating circumstances, faculty personnel preferences, and the overall academic performance of a student. In warranted cases approved by the lecturer and department chair, arrangements should be made to facilitate the evaluation of the student.

➤ Research and Development

The UoM has had little emphasis on Research & Development in the past and did not foster a culture of in-house developments of student-faculty research projects. The lack of a clear vision in distinguishing between fundamental research and applied research, prioritizing projects relevant to the local Mauritian community, excessive bureaucracy and red tape in approving research projects, and poor support at the Management level have contributed in making ventures into R&D too much of a hassle.

Research is a key element in building the reputation of a university. It is given the highest priority in any ranking exercise. Innovation represents 2.5% of marks for world ranking. This refers to the university's ability to help industry with innovations, inventions and consultancy. The UoM should aim at generating higher industry income

through innovation and knowledge transfer. Moreover, to develop and sustain a dynamic research sector, the UoM should establish strategies to increase research by its academics.

4.2 Scholarship Scheme Requisites

4.2.1 Students' Concern

Needy students are currently unable to benefit from the Human Resources, Knowledge and Arts Development Fund due to a particular stringent criterion that could be safely altered with minimal to no impact to the integrity of the program.

4.2.2 Management Response

The Human Resources, Knowledge, and Arts Development Fund (HRKADF) is managed by the Ministry of Education and Human Resources and has provided scholarships or financial aid to about 400 needy students over the past five years.

The UoM recognizes the importance of Merit and Need based awards, and while they strongly support the requests made by the Students' Union for the deregulation of HRKADF Scholarship scheme to allow more underprivileged students access to higher education, their options are severely constricted in providing tangible help; the HRKADF does not fall under their purview and the limited funds available to the UoM constricts the scalability of their Needy Student scheme.

Their recommendation to increase the 10% acceptance rate of the HRKADF is to urge the Ministry to revise its rules to allow more students to qualify for financial assistance: removing criterions that require that one of the parents of the applicant to have passed away for eligibility.

4.2.3 Observations

The University should be able to efficiently distinguish between Merit and Need based awards, have special provisions for students who are close to graduation but are financially unable to do so due to extenuating circumstances, and provide a more comprehensive and accessible Need based scholarship scheme to cater for talented, promising, young Mauritians that lack the resources to expand their horizons by independently seeking funding.

4.3 UoM Cafeteria

4.3.1 Students' Concern

Students are dissatisfied with quality of service, unhygienic conditions, limited choices, and the overall atmosphere of the UoM Cafeteria. Several proposals have been made to the management but no definite solutions have been found.

4.3.2 Management Response

An open bidding exercise was initiated in May 2012 allowing all interested service providers to bid for the management of the UoM Cafeteria. A Bid Evaluation Committee of the same composition as preceding years was set up to examine the proposals. The UoM Students' Union was represented by its President who shared students' views and strong reservations on the existing caterer in writing and verbally at the Committee meetings. These concerns were included in the report sent to the UoM's Budget and Infrastructure Committee.

The Bid Evaluation Committee met formally on 11 occasions and a final report was submitted on the 19th December 2012. Two Bidders, including the existing caterer, were shortlisted, but no consensus could be reached to select a service provider. The Bid Evaluation Committee then proceeded to a vote where five out of the eight permanent members suggested that the bidding exercise be re-floated and the remaining three were in favor of renewing the contract of the existing caterer. The UoM Budget and Infrastructure Committee then deemed appropriate to:

- Re-Float the Bidding Exercise
- Offer a six month extension to the 30th June 2013 to the existing caterer with a stricter monitoring of their services.

4.3.3 Observations

In light of the recent controversy associated with the current caterer, their performance over the next five months should be closely monitored by the management and complaints from students should be properly recorded and investigated. Shortcomings of past caterers and expectations of future Cafeteria service providers should be duly laid out in the upcoming bidding exercise to ensure that all parties involved are aware of their responsibility towards the University and its students.

My recommendation would be to completely privatize the dining areas to offer different service providers simultaneously the opportunity to operate. Having separate caterers manage their own space would ensure a higher quality of service, a competitive pricing to students on a budget, a variety of choices for students and staff, and the assurance that industry standards of health, hygiene, and safety are strictly enforced. Such an adoption would reduce the accountability from the UoM management for specific violations as caterers' licenses could be revoked and imposed fines in particular cases.

4.4 Grounds and Facilities

4.4.1 Students' Concern

The existing football pitch is poor condition; it is improperly levelled, it has no netting in the goal posts, there are no lighting facilities, and there is no proper fencing to secure the field. The UoM Sports Complex at the Maryse Justin Stadium is also not properly maintained.

4.4.2 Management Response

In 2006, Rs 230,000 was invested in improving the existing football pitch by fencing the area and partially leveling the ground. Due to the unique topography of the terrain, a complete leveling would be a costly investment and require a considerable amount of time to undertake. Nevertheless, a new renovation project for the leveling and upgrading of the football pitch is planned for 2013.

Although the UoM owns the land on which the Maryse Justin Stadium was built, the management of the stadium constructed for the 1985 Indian Ocean Games was transferred to the Ministry of Youth and Sports for International Sports Meetings and training of national athletes by a cabinet decision. The UoM is only responsible for managing a relatively small adjacent area housing the outdoor tennis, volleyball, and basketball courts. Renovation and repair works are also underway.

The UoM football pitch and the facilities at the Maryse Justin stadium are rented out to the public throughout the year which increases the effective wear and tear considerably.

4.4.3 Observations

Recreational and extracurricular activities should be considered an integral aspect of the student University life experience and the management should invest accordingly to maintain the grounds to promote sporting and healthy exercises, and to provide unobtrusive entertainment platforms throughout campus for students and staff.

4.5 UoM Students at MGI

4.5.1 Students' Concern

UoM Students from the Faculty of Social Studies and Humanities attending courses at the Mahatma Gandhi Institute (MGI) do not enjoy the same facilities in the MGI Cafeteria as students in the UoM Cafeteria.

4.5.2 Management Response

Courses at the MGI are operated in close collaboration with the MGI and despite being UoM Students, the day-to-day operations of the facilities fall under the purview of the MGI. The management will attempt to point out these shortcomings with the management at the MGI to find an acceptable solution.

4.5.3 Observations

Provisions should be made to ensure that students enrolled at the UoM have unhindered access to the same basic services regardless their individual department or course arrangements, be it temporary or permanent.

4.6 Public Transportation

4.6.1 Students' Concern

There is an overwhelming apprehension over the public transportation system at the UoM. Students have complained on several occasion that:

- Most students are mostly unaware of the arrival and departure times of busses transiting through the UoMRéduit Bus Stop.
- Students doing Industrial Training are not issued a bus pass or a memo to benefit from free transportation.
- The Bus stations at the Bus Park and the Auditorium are unable to accommodate all the students and are not properly lighted.

4.6.2 Management Response

The UoM Management recognizes the current state of affairs of the public transportation system and acknowledges the students' complaints. They believe that:

- The presence of a Road inspector will alleviate scheduling concerns
- While they support the claims for Industrial Training students, the relevant authorities have not acceded to the same due to:
 - The lack of reliable statistics on the students' movements as Industrial Trainees travel throughout the Island on almost all routes which make any attempt to develop an administration or monitoring system quasi impossible.
 - Payments being issued by the Government to Transport Service providers based only on reliable data provided by the UoM and National Transport Authority for routes from a student's residence to the UoM.
- The Management recognizes the limitations of the current shelters.

4.6.3 Observations

Timely transportation is vital for students arriving on time and reaching their destination with limited interference. The severe deficiency in accessible transit information on the UoMRéduit Bus routes should be remediated promptly without any further deflection of blame or rejection of responsibility. In addition to printed informative posters placed at shelters or in high volume areas, it is recommended that the management considers the extent of the pervasion of Internet enabled devices throughout campus and if warranted bus routes and times should be regularly updated on a website or on a dedicated cross-platform mobile app.

Management should diligently pursue issues relating to bus shelters upgrades to support late evening classes, ensure the safety of students throughout the day, and to protect the large student population in bad weather with the competent authorities. Moreover, the Management should be more proactive in implementing Governmental Policy to provide free transportation for University instructed transits and develop a proposal that would be acceptable to the relevant authorities to ensure that no mandatory travel is excluded from their constitutional right.

4.7 Laboratory Equipment and Fees

4.7.1 Students' Concern

Students have complained about the poor quality of equipment in laboratories, the lack of maintenance on expensive and crucial equipment, and having to pay laboratory fees even when they are not taking any lab based modules.

4.7.2 Management Response

From 2006 to 2010, the UoM suffered from the non-provision of adequate capital grants to sustain the renewal of laboratory equipment which resulted in a temporary phases of unavailability of proper lab equipment, prolonged used of ageing equipment despite potential safety hazards, and rendering more equipment unserviceable.

To compensate the decreasing capital grants, the UoM introduced a Laboratory Fee for all Science and Technology students to sustain the procurement of chemicals, glassware, and other

consumables regardless of their specific laboratory registration. The fee is amortized over the duration of the programme and payable at a fixed rate per annum.

4.7.3 Observations

The laboratory equipment is an integral part of the hands-on learning process to promote the importance of science, foster an accurate and precise laboratory ethic, and provide the students with skills that will be significant throughout their respective careers. Most of the current equipment currently in use at the UoM labs are of poor quality and affect the student's ability to correctly understand the theorems behind the practical or derive the needed inferences for particular experiments. We should not encourage future scientists to compromise their learning process due to poor equipment and students who properly handle laboratory equipment should not have to fear for their safety due to unstable or antiquated equipment; potentially unsafe equipment should be replaced immediately, chemicals should be disposed accordingly with special considerations for organic solvents and heavy metals, and procurement invoices should be properly planned so that required items are in stock for relevant laboratory experiments.

The lack of transparency in the laboratory fees are affecting the morale of the students and the UoM should immediately consider an alternative way to amortize the fluctuations in available funding by (a) charging students only in years where they are enrolled in a laboratory module or (b) finding additional sources of revenue.

4.8 UoMSpace

4.8.1 Students' Concern

With the increasing number of students enrolled, there is presently a considerable problem of space at the library, cafeteria, and laboratories.

4.8.2 Management Response

The UoM does not have sufficient space on its campus to support further expansion and any new project should be performed off campus which will require substantial financial resources.

4.8.3 Observations

The steadily increasing enrolment has not been linearly matched with increased seating arrangements in public areas and students are often unable to find space in the library, the cafeteria, and even in some popular laboratory modules. Since each student is paying for the same access and facilities, it is inconceivable that no provisions are being made to cater for everyone equally and the Management should not dismiss their concerns by rationalizing spatial limitations; a genuine attempt should be made to investigate potential solutions to the problem; the possibility of building vertically on existing buildings, making a more efficient usage of the current space, improve scheduling of courses to ensure optimal access to public areas throughout the day, and make use of the land available on the University Farm for additional buildings.

4.9 Security

4.9.1 Students' Concern

UoM Students attending practical sessions, field work at the UoM farm, late evening class, and those who have to wait for the less frequent bus routes experienced a considerable amount of security and safety issues recently. Moreover, the Students' Union is complaining that the road passing beneath the UoM flyover is unsafe.

4.9.2 Management Response

The access to the UoM Farm has a fair amount of traffic during business hours from the adjacent offices of the Ministry of Agro-Industry and Food Security, and a watchman is posted near the entrance of the Farm. Security officers are already posted at the Information Kiosk adjoining the Octave Wiehe auditorium.

The strip of the J. Nyerere Road from Rose Hill through the UoM Campus is open to two-way vehicular traffic in the morning until 9:15 am and in the afternoon from 3:30 to 5:00 pm, and although it would be the Management's preference that this road is fully closed during academic periods, the decision does not fall under their scope.

Despite these pre-existing security and safety measures, further security and safety solutions will be looked into; police patrols will be requested more regularly and posting of Police officers

from 6pm to 8pm will be considered during academic periods. Given the number of institutions and facilities regularly used by the public in the neighborhood, a Police post is warranted in the vicinity of the UoM.

4.9.3 Observations

I support the recommendation of the Management to have a Police post in the region to reduce the worries and fears of students. It is the University's responsibility to ensure that each student is part of a safe environment and all concerns raised warrant an in-depth monitoring of the situation; feedback received from the students and staff should be considered seriously and measures to deter crime within the premises should be more aggressively pursued.

4.10 Alumni Based Network

4.10.1 Students' Concern

There is no Alumni Network at the UoM.

4.10.2 Management Response

The Alumni Association project was revived and an Executive Committee has been set up to develop the Alumni network.

4.10.3 Observations

The Students' Union remarked upon the disparity between the UoM and foreign universities in terms of alumni based networks. I believe that the current Management has neglected the value allowing students to network with past graduates, gaining insight from students who are currently working in their desired fields, being able to find professional avenues in a structured way, and ultimately to keep in touch with all their alma mater after they graduate.

I believe that such a structure is quintessential for the University to be able to secure additional sources of revenue, guide students to the importance of networking, and improve their academic programs based on the feedback received from past graduates.

Endowment Funds

Endowment funds are used to finance a portion of the operating or capital requirements of the University. There are also examples of restricted endowments that are intended to fund specific areas. Examples – endowed professorships (also known as named chairs), and endowed scholarships or fellowships.

Endowment Funds have become an essential element of financial sustainability of universities in the USA. The endowment funding culture is strong in the USA and Canada and at Cambridge and Oxford Universities. The UoM should follow the trend of reputed universities across the world and build endowment funds.

Internationally, Alumni networks are often the largest financial contributors to a University; Michael Bloomberg singlehandedly contributed over 1.1 billion USD to his alma mater, John Hopkins, and millions of alumni throughout the world have financially contributed to their University's endowment, they also provide exclusive discounts or job offers to current students, and some successful networks facilitate the post-graduation transition into the workforce.

4.11 Onsite Utilities

4.11.1 Students' Concern

Toilets are in a deplorable state; they are unhygienic, poorly maintained, lack essentials at various locations, and unable to cater for the increasing number of students.

4.11.2 Management Response

In 2007, the Tertiary Education Commission (TEC) started to impose budget cuts on recurring expenditure which included building maintenance and recruitment of janitorial staff. After 6 years, this cutback resulted in deprecating facilities especially in the Old Campus where some of the toilet facilities are over 20 years old.

A bidding exercise was attempted in 2012 to improve the conditions of these facilities, but was unsuccessful due to funding constraints. A new attempt is being made in 2013 under the Health and Safety Capital Budget for Rs. 5 million in essential renovation and repairs.

4.11.3 Observations

I am utterly dissatisfied with the Management's laid-back stance in the matter and the lack of actionable maintenance for a fundamental service that needs to be provided to the students on a daily basis. Regardless of state cuts and the management's lassitude, the University should not have allowed its facilities to continually degrade for 6 years without independently ensuring that they meet a minimum of sanitation throughout.

I recommend that essential parts of cleaning services be outsourced to guarantee an acceptable level of hygiene throughout campus; the Management should carefully compile a list of high traffic areas requiring continual maintenance, develop an efficient cleaning schedule of facilities, formalize the expectations of such a service, and start a bidding exercise to invite professional businesses to take over cleaning operations.

5.0 Organizational Structure

5.1 Overview

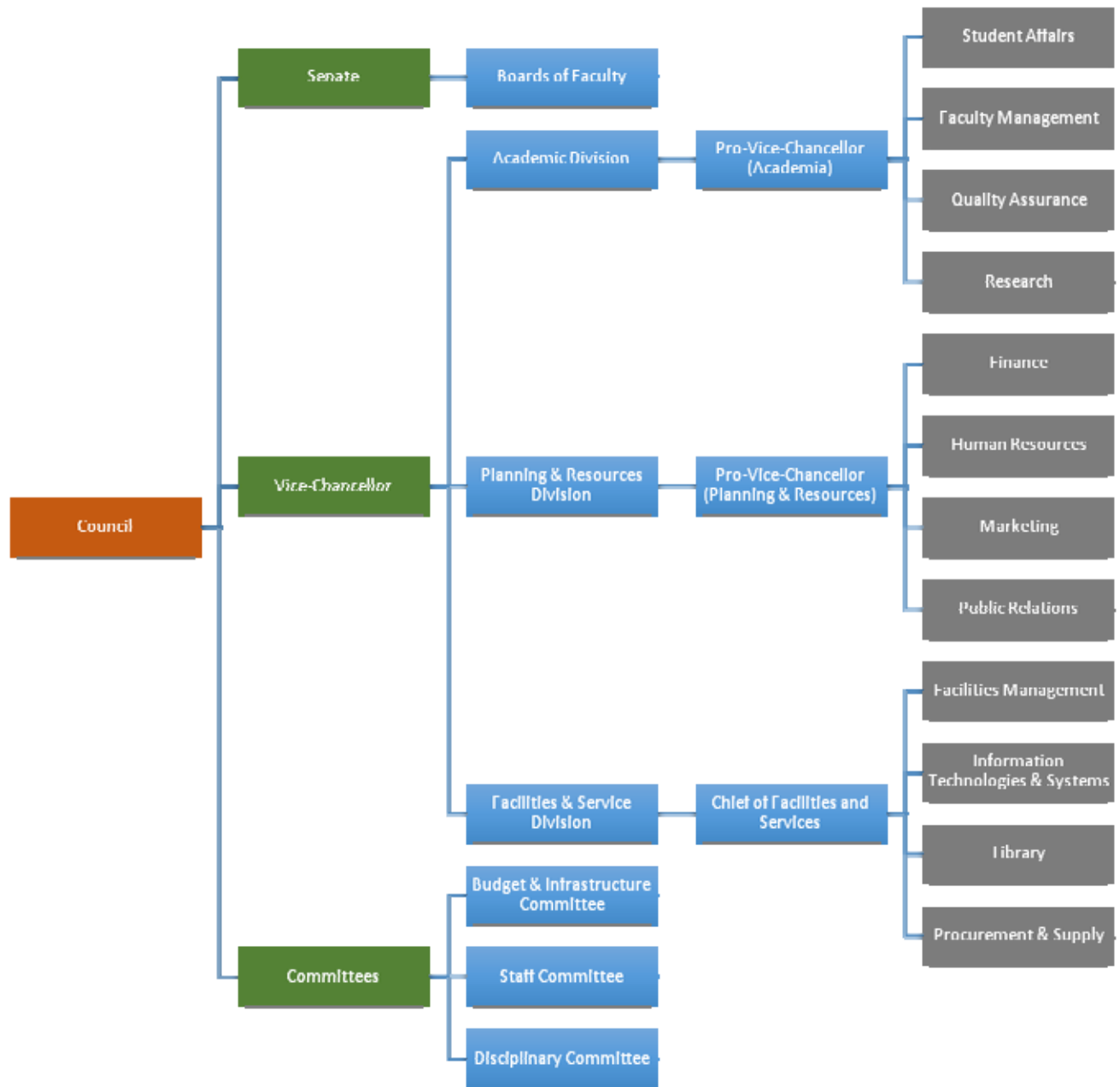
The Council has recognized the need for a comprehensive restructuring of the UoM Organization since its 26th May Meeting in 2010; they attempted to formulate a restructuring plan to remedy the increasing deficiencies in the structure, but were met with significant resistance by various stakeholders and each attempt failed to reach a consensus.

Following my systematical analysis of all previous restructuring reports, memoranda submitted by various parties, listening to various comments and suggestions, and surveying the current state of affairs, I concur with the Council's assessment for an urgent need to restructure the UoM. I have attempted to incorporate all the inputs provided to me and based my proposal on establishing an immediate decentralization of power, providing parallel pathways for decision-making, proper demarcation of duties, reallocation of responsibilities, accountability and good governance and establishing a self-sustaining system capable of developing long term solutions.

5.2 Main Divisions

Under the new structure, the UoM will consist of three main divisions: the Academic Division headed by the Pro-Vice-Chancellor (Academia), the Planning and Resources Division headed by the Pro-Vice-Chancellor (Planning and Resources), and the Facilities and Services Division headed by the Chief of Facilities and Services. The three heads of division will report directly to the Vice-Chancellor. The Proposed Organizational Structure is visually represented in section 5.3 which includes the suggested hierarchy and broad tasks falling under the purview of each division.

5.3 Proposed Organizational Structure



5.4 Key Features

- 5.4.1 The Posts of the Vice-Chancellor, Pro-Vice-Chancellor (Academia), Pro-Vice-Chancellor (Planning and Resources), and the Chief of Facilities and Services will be performance based contractual positions whose renewal are contingent upon satisfactory progress.
- 5.4.2 The Pro-Vice-Chancellor (Academia) will oversee all academic affairs and will be occupied by an experienced academician responsible for overseeing all academic affairs, student affairs, academic and research excellence, and activities pertaining to the teaching and learning processes.
- 5.4.3 The Pro-Vice-Chancellor (Planning and Resources) will be opened to both academicians and non-academicians who will be responsible for overseeing administrative and operational areas in budget formulation and implementation, human resources management , marketing, public relations, and long-term planning and development.
- 5.4.4 The Chief of Facilities and Services will be responsible for the management of grounds, facilities, and services in order to efficiently support the core operation of the UoM; he will be expected to provide an enriching experience to students and staff, maintain a dynamic interaction with all human elements of the University, manage space and physical assets, on-campus security, health and safety, library and computer facilities, and procurement of necessary inventory.
- 5.4.5 The Registrar will be responsible for the administration of the affairs of a population of some 12,000 students. She will oversee programme enquiries, student records, registration, examination requests, student relations, and graduation arrangements.
- 5.4.6 The Director of Human Resources will report to the Pro-Vice-Chancellor (Planning and Resources) to develop UoM staffing strategies, support the execution of strategic objectives, provide guidance on organizational developments, oversee recruitment and promotion of University staff, and will be responsible for the periodic posting of administrative staff across the campus in consultation with the relevant heads of sections and chairpersons of Committees.
- 5.4.7 The Director of Marketing and Externally Funded Activities will be responsible to the Pro-Vice-Chancellor (Planning and Resources) for the marketing of UoM Services to the community,

management of externally funded projects, and improve the financial sustainability of the UoM through an increase inflow of external funds from Industry or Development sponsors. Consequently, the post of Director of Consultancy and Contract Research Center will no longer be required.

- 5.4.8 The restyled Assistant Registrars, Administrative Managers, will report directly to the respective heads of sections where they are posted. Their postings will be subject to period rotation by the Director of Human Resources to provide them with an extensive experience set of the different sections within the UoM to enhance their ability on the job. Those Administrative Managers serving under Student Affairs, headed by the Registrar, are allowed to retain their former denomination of Assistant Registrar, if they so wish. Administrative Managers, after having acquired the necessary experience, are eligible (1) for promotion to Senior Administrative Managers and subsequently (2) for applying for directorships, Chief of Facilities and Pro-Vice-Chancellor (Planning and Resources) subject to acquiring the necessary qualifications attached to these positions. New incumbents to the position of Administrative Manager will be selected from the grade of Administrative Officer.
- 5.4.9 Two Laboratory Coordinator posts will be created for the Faculty of Science and the Faculty of Engineering respectively to oversee the proper administration, supervision, maintenance, replacement, upgrading, and coordination of all laboratory facilities within the two faculties.
- 5.4.10 The Internal Auditor reports to the Audit Committee.
- 5.4.11 The Director for Legal Affairs will provide legal advice and first-hand assistance to the Statutory Committees and to the Vice-Chancellor. All legal issues involving the University will be channeled to the Director for Legal Affairs.
- 5.4.12 A professional Chartered Secretary with at least 10 years post qualification experience in the field may be recruited on contract basis to provide secretarial services to the Council or alternatively the services of a reputable firm could be sought. The Chartered Secretary may be assisted by an Administrative Manager to ensure prompt implementation of decisions taken by Council.

5.4.13 It is recommended that National Research Fellowship at the University be opened to accept all nationalities on a fixed-term, renewable, contractual basis to encourage high level research. Their pay should be performance-based and contingent upon the additional research funding they attract or their research output.

5.5 Staffing

The proposed reorganization will entail a reallocation of responsibilities with the consequent restyling of certain posts and the creation of a few new posts.

5.5.1 New Posts

To improve Organizational efficiency and service delivery, the following posts are recommended to be created and filled:

- (a) Chief of Facilities and Services (Contractual – Full Time)
- (b) Director – Legal Affairs (Contractual – Part-time)
- (c) Council Secretary (Contractual basis)
- (d) Director – Human Resources
- (e) Director – Marketing and Externally Funded Activities
- (f) Manager – Health and Safety
- (g) Manager – Procurement and Supply
- (h) Laboratory Coordinator

5.5.2 Restyled Posts

To establish a clearer demarcation of responsibilities in key management positions, it is recommended that the following posts are restyled as follows:

Existing Post Title	Restyled Post Title
Pro-Vice-Chancellors	(a) Pro-Vice-Chancellor (Academia) (b) Pro-Vice-Chancellor (Planning and Resources)
Budget Director	Finance Director
Assistant Registrar	Administrative Manager
Deputy Registrar (Vacant)	Senior Administrative Manager

5.6 New Schemes of Service and Statutes

The recommended schemes of service for the new and restyled posts are listed in Annex A and the revised Statutes to render effective the proposed organization structure are expounded in Annex B.

5.7 Senior Management Committee

To ensure organic cooperation between the three Divisions, integration of Senior Management participation, and timely implementation of the Council's policies, it is recommended that a Senior Management Committee be set up consisting of the Vice-Chancellor, the Pro-Vice-Chancellor (Academia), the Pro-Vice-Chancellor (Planning and Resources), the Registrar, the Chief of Facilities and Services, the Deans of Faculties, the Finance Director and the Director of Human Resources. Other senior staff members may be co-opted when specific measures requiring their input or involvement are being undertaken.

6.0 Other Recommendations

6.1 Council Membership

6.1.1 The current Statutes establish a Council composition of the Pro-Chancellor as Chairperson, the Vice-Chancellor, the Pro-Vice-Chancellors, a Dean of Faculty serving on rotation, an elected representative from the academic staff, the non-academic staff, and the Students, and such other members not exceeding 9 nominated by the Prime Minister.

While the current statutes offer a fair representation of the key bodies of the UoM, it does not necessarily imply that it is an ideal composition capable of making the best decisions and being equipped to analyze the plethora of issues before them. I would recommend that the current Statutes are reinforced by:

- Inviting the nomination of members from recognized professional bodies and institutions such as the Medical Council, the Bar Council, the Council of Professional Engineers, and the Chamber of Commerce and Industry. These experts would be able to supplement the current Council by providing valuable insight on matters related to their field of expertise and ensuring that the highest possible standards are maintained.
- Requiring that the various bodies represented in the Council nominate members who are fully aware of the scope of their responsibilities, have an interest in the matters that the Council will be involved with, and are fully prepared to assume their responsibilities rather than having an elected representative who may or may not comprehend the extent of their duties.

6.2 New Provisions in Statutes

Greater Openness

- 6.2.1 New provisions have been made in the Statutes to ensure greater openness and transparency and participative democracy as emphasized in Statutes 30 (4) to 30 (7).

Employability – Linkages with Other Sectors

- 6.2.2 The UoM should establish standing structures in addition to the Advisory Committees to ensure consultations with the private sector and address issues of employability. The University of Mauritius Act has been amended through the Economic and Financial Measures Miscellaneous Act 2012 to enable the UoM to set up a Consultative Committee to ensure greater collaboration between the University and the private sector. The Consultative Committee would be responsible for advising the UoM on -

- The development of programmes of study and research, in line with the needs of the labour market;
- The relevance of the curricula of programmes of study to the labour market needs;
- Effective quality assurance of the programmes of study; and
- Placements, internships and research.

The UoM Council should amend its statutes to set up a Consultative Committee at the earliest. A Unit should also be established within the UoM to guide students and advice on employability/placement/career guidance/choice of fields of study.

6.3 Cheques Signatories

- 6.3.1 As per current procedure at the UoM, the Budget Director and the Vice-Chancellor are co-signatories of all cheques to be signed. There have been significant delays in effecting payments due to over centralization of authority at the Vice-Chancellor's Office. This hinders a broad spectrum of projects, services, and orders throughout the University. To reduce administrative bottlenecks, it is highly recommended that the authorized cheques signatories be (1) the

Finance Director and (2) either the Vice-Chancellor or the Pro-Vice-Chancellor (Planning and Resources) to ensure a timely continued operation at the UoM.

6.4 Financial Issues

6.4.1 The UoM Act and its Statutes provide a comprehensive framework for the University to operate without external interference. This form of autonomy is crucial to maintain the healthy development of the University that can effectively be on par with International Universities. Moreover I recommend that:

- The University of Mauritius signs up to the Magna Charta Universitatum (Bologna, Italy); and
- The University publishes a Bi-Annual Research Output Audit Report for ensuring greater transparency in the activities of the University.

6.5 New Faculties

6.5.1 Faculty of Information Technology

With the increased permeation of Information Technology in all economic spheres, the extensive sophistication of modern technological devices, and the increasing student population taking ICT courses or seeking to follow such courses at the UoM, I strongly recommend that the Senate explores the possibility of setting up a new Faculty of Information Technology capable of coping with the new fields of technological development to increase the competitiveness of Mauritius.

6.5.2 Faculty of Medicine and Health Sciences

To be able to successfully promote Mauritius as a modern health services and medical touristic hub, it is imperative that tertiary institutions begin to build a comprehensive set of needed skills to prepare the workforce for upcoming demands. It is in this context that Senate is exploring the feasibility of setting up a Faculty of Medicine at UoM.

I understand that a partnership agreement with the University of Geneva for full-fledged courses in medicine in English medium is still being processed since 2010 - moving from one committee to another. This gives a poor image of the UoM decision making process, the more so because reputed institutions as University of Geneva have agreed to work with Mauritius only due to our excellent bilateral relations and not because they have imperatively to work with UoM.

The Faculty of Science already offers an extensive set of courses (Code SC 231, 301, 330, 401, 402, 403, 527, 541 and 542) in the field which could be transferred to the new faculty with minor modifications to fit the new parameters.

6.5.3 Faculty of Agriculture, Life and Ocean Sciences

The Faculty of Agriculture is an icon of the UoM originally founded as the School of Agriculture in 1914. It has significantly contributed to produce excellent graduates during the subsequent agriculture boom and assisted the socio-economic development of the country for almost a century. Unfortunately, the recent drastic changes in this economic sector has sapped interest in the field, and the Faculty is experiencing a continuous decline with only 350 students currently enrolled, the lowest number of students across all Faculties.

In light of the Government's vision, as depicted in the 2012-2015 Programme, to increase the efficiency of the agro-industry and to exploit the immense potential of the exclusive maritime economic zones, I strongly recommend that:

- (a) The UoM prioritizes a complete overhaul of its Faculty of Agriculture to include technical skills that will complement the Governmental policy of diversifying the agricultural products and developing technologies that would improve livestock, milk production, hydroponics, and fruits and vegetables cultivation. Focus should be made on courses that would train students in securing long-term food security and safety to reduce imports, improve efficiency of current cultivations, and minimize waste or dependency on non-eco-friendly production methods. The following fields of studies should be fully explored:

- Food Science
 - Crop and Soil Science
 - Cell and Molecular Biology
 - Microbiology
 - Animal Science
 - Statistics and Agribusiness
- (b) The Senate evaluates the addition of a comprehensive Ocean Sciences programme to further research in the field, maximize the exploitation of our exclusive zones, and develop a firmer understanding of our indigenous chemical processes, physical attributes, oceanology, and biological specimens to develop viable long-term commercial applications and better protect our eco-system.

6.6 UoM as an Awarding Body

6.6.1 I am informed that applications from private tertiary education institutions for affiliation and for UoM to become an awarding body are an extremely long process. It takes two to three years or more for affiliation to be approved, entailing high expenditure from promoters. I recommend that the process should be streamlined and promoters who seek affiliation of UoM should be made aware at the outset of all the costs that they would be required to meet. A timeframe should be established for processing such applications.

6.7 Peer Review

6.7.1 UoM should make constant efforts to improve quality of teaching, maintain standards and the quality of graduates and their employability. UoM should introduce a well-defined protocol for

- (a) Internal peer review for classroom performance and non-classroom curriculum activity;
- (b) External peer review for promotions; and
- (c) Peer review for research.

6.8 Patenting

- 6.8.1 The UoM should devise a policy for patenting inventions from university research and brokering these patents to businesses and start-ups. The UoM should consider setting up a Knowledge Transfer Office.

6.9 Extra Mural Department

- 6.8.1 The UoM should consider the setting up of an Extra Mural Department for outreach activities for the community.

7.0 Cost Implications

The extra costs associated with the new organization structure amount to a maximum of Rs 7 million annually representing 1% increase in total staff costs for the UoM. It is to be noted that some of the posts could be filled by way of internal promotion of existing staff in which case the extra costs will be even less. A full breakdown of the proposal is shown below:

Extra Costs Due to Restructuring (Under Maximum Case Scenario)

	Salary Scale	Salary Point	No.	Monthly	Remark
Post Title	Rs	Rs		Rs	
New Posts					
Chief of Facilities and Services	93,000	93,000	1	93,000	
Council Secretary				50,000	Part-time
Director for Legal Affairs	59,400 - 78,000	68,400	1	68,400	Negotiable
Director - Human Resources	59,400 - 78,000	68,400	1	68,400	Mid Point in Salary Scale
Director - Marketing and Externally Funded Activities	59,400 - 78,000	68,400	1	68,400	Mid Point in Salary Scale
Manager - Health & Safety	44,100 - 66,600	54,600	1	54,600	Mid Point in Salary Scale
Manager - Procurement & Supply	44,100 - 66,600	54,600	1	54,600	Mid Point in Salary Scale
Laboratory Coordinator - Science			2	6,000	Rs 1,500 X 4 increments
Laboratory Coordinator - Engineering			2	6,000	Rs 1,500 X 4 increments
Total Monthly Basic (A)				469,400	
Total Yearly Basic (i.e. A X 13 months)				6,102,200	
Allowances (Travelling, etc) [15% of A X 12]				844,920	
Additional Remuneration				6,947,120	
Total Staff Costs (With PRB 2013)				688,672,000	
% Increase				1.01%	

8.0 The UoM Research and Development Fund

8.1 Objective

It is recommended that a dedicated fund, the UoM Research and Development Fund (UoM RDF), be established to set up a platform that will focus on advancing research, providing researchers cutting edge technology, invite foreign experts to further expand ongoing projects, securing access to key scientific journals or publications, and developing the necessary infrastructure to support local Research, Development, and testing of new technologies.

8.2 Research Sectors

Due to the limited initial resources available, the UoM RDF should be streamlined to focus on short term key technologies to enhance local Industries and establish a strong foundation that will support long term national goals. The implementation plan and resource allocation over the next three years should focus on the following:

Research Focus	Resource Allocation
Technological Development in Biotechnology and ICT	40%
Ocean Sciences Development	20%
Agribusiness Research & Development	15%
Renewable Energy and Environmental Projects	10%
Medical Research and Development (Clinical Trials)	10%
Individual Innovation Projects	5%

8.3 Infrastructure Development Plan

The UoM Research and Development Fund can earmark funds to finance new infrastructure development projects within the Réduit campus to improve R&D logistics and expand facilities therein as required by the ongoing research projects.

8.4 Funding (2013 – 2015)

The Fund shall be exclusively used by the University for the undertaking of Research and Development activities as stipulated in 8.2 and 8.3 without being computed into the annual

grant restrictions of the Tertiary Education Commission (TEC). It is recommended that the UoM RDF be made of contributions from the private sector with matching grants from the Government; a proposed amount of Rs 500 million is to be earmarked as seed capital for the period of 2013 to 2015 to establish a baseline for all future projects.

Potential sources of such funding are:

- (a) Matching Grants from the Government could come from the proceeds of the National Lottery;
- (b) Contributions from the private sector could come from their Corporate Social Responsibility Funds (CSR), banking institutions, insurance companies, and telecommunications companies. (Note: CSR Guidelines will have to be amended to allow for the implementation of this measure);
- (c) Long term revenues will originate from proceeds generated from the commercialization of intellectual property rights developed by the in-house research projects and will be credited to the Fund to sustain its future investments; and
- (d) Endowments from past students and alumni.

9.0 Conclusion

- 9.1 This Report is an extension of the preceding two Special Reports on the UoM Trust and BPharmProgramme altogether designed to provide an in-depth analysis of the current flaws in the Organizational Structure at the UoM, devise feasible methods to holistically improve the daily operations of UoM, and to resolve the current issues that students and staff are facing.
- 9.2 It is my strong belief that the recommendations in thisReport, if implemented correctly within a reasonable time frame, will drastically improve the conditions of students and faculty, enhance the quality of education offered, establish a more responsible management, cope more easily with the fast paced technological evolution, produce more world class graduates, and ultimately position the University of Mauritius as an internationally recognized Institute of Higher Learning, Research and Development. The new structure has an internal holistic coherence which does not allow piecemeal implementation.
- 9.3 The impetus for change that motivated this Report should not be quelled nor go unheard; we are in a unique position where we have a dynamic and proactive Government actively seeking the enhancement and long term progress of Mauritius: it is time to bid the static, antiquated, organizational structure of the University of Mauritius a final farewell.

Visitor

25th February, 2013

Annex A – New Schemes of Service

A.1 Pro-Vice-Chancellor (Academia)

Post	Pro-Vice-Chancellor (Academia)
Salary (UNI 62)	Rs. 102,000
Qualifications	<ol style="list-style-type: none"> 1. Academic (preferably at Professor level) with a minimum of 15 years' extensive relevant experience in academic teaching and research, and university management, of which at least 3 years should be at a senior managerial level. 2. A doctoral Qualification. 3. The Candidate should possess: <ul style="list-style-type: none"> ➤ Excellent interpersonal and communication skills; ➤ Proven leadership qualities; and ➤ A Willingness to work odd hours.
Duties	<p>The Pro-Vice-Chancellor (Academia) reports to the Vice-Chancellor and is responsible for overseeing all academic affairs and activities relating to teaching and learning, research, academic planning and quality. The Pro-Vice-Chancellor will be:</p> <ol style="list-style-type: none"> (a) Acting as Vice-Chancellor when the Vice-Chancellor is away from the University; (b) Reporting to the Pro-Vice-Chancellor (Academia) are the Registrar, the Deans of Faculties and the Director of Quality Assurance; (c) The National Research Fellows will fall under the purview of Pro-Vice-Chancellor (Academia). (d) Overseeing the strategic development of the University in teaching and learning, research, academic planning and quality; (e) Providing leadership and coordinating all aspects of the academic affairs and student experience within the University; (f) Leading the development and implementation of the University's academic goals and priorities; (g) Working in close collaboration with the Registrar, the Deans and other Directors in managing the administration and delivery of academic programmes and student support across the University; (h) Fostering interfaculty and interdisciplinary collaboration across the University;

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| | <ul style="list-style-type: none">(i) Developing, implementing and updating academic and research policies and practices that affect the academic life of the University;(j) Working in close collaboration with the Pro-Vice-Chancellor (Planning and Resources) for the allocation of appropriate resources;(k) Overseeing all Faculties/Departmental budgets and academic expenditures;(l) Promoting and supporting excellence in all dimensions of the University's academic and research programmes and activities;(m) Overseeing quality assurance processes and maintenance of academic standards;(n) Developing and implementing policy with respect to the use of ICT and new media in teaching and teaching support;(o) Taking action against students in cases of misconduct;(p) Overseeing the alumni relations; and(q) Performing any other additional duties related to the above. |
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A.2 Pro-Vice-Chancellor (Planning and Resources)

Post	Pro-Vice-Chancellor (Planning and Resources)
Salary (UNI 62)	Rs. 102,000
Qualifications	<ol style="list-style-type: none"> 1. Preferably a PhD in Management, Finance, Human Resources or an equivalent acceptable qualification. 2. Minimum of 15 years’ experience in any of the above-mentioned fields, of which at least 3 years at senior management level. 3. The Candidate should possess: <ul style="list-style-type: none"> ➤ Thorough knowledge and understanding of cost/fund accounting, marketing/sales theory and practice, budget management processes and experience in computerized record keeping systems; ➤ A willingness to work odd hours; ➤ Planning and fund raising skills; ➤ Excellent supervision, leadership, team-building, negotiating and contracting skills; ➤ Ability to analyze and synthesize data, design and produce publications and write proposals; and ➤ Excellent communication and writing skills.
Duties	<p>The Pro-Vice-Chancellor (Planning and Resources) is responsible for overseeing the human and financial resources of the University, in addition to engaging in supervising the fund raising and development activities designed to provide support for the University’s academic and research activities and to increase the assets of the University. The Pro-Vice-Chancellor will be:</p> <ol style="list-style-type: none"> (a) Providing strategic and operational leadership for the functional areas of the Office, which include finance, human resource, public relations, externally funded activities and external relations with industries/donors; (b) Overseeing finance and human resource management, marketing and externally funded activities and public relations; (c) Developing and monitoring the implementation of a strategic plan to continuously improve the ranking of the University both at regional and international levels; (d) Identifying new sources of funding and new ways to raise funds for the University; (e) Facilitating and cultivating partnerships with private and public sector entities, locally and internationally;

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| | <ul style="list-style-type: none">(f) Managing financial investments, negotiating agreements and contracts;(g) Hosting events and leading fund generating activities;(h) Developing and promoting the University's internationalization strategy;(i) Providing direction on all organizational marketing and communications initiatives;(j) Monitoring and reporting on the University's operating, capital and research budgets within the restriction of the legal framework for the funding of the University;(k) Mobilizing resources from donors and industries for funding research; and(l) Performing any other additional duties related to the above. |
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A.3 Registrar

Post	Registrar
Salary (UNI 61)	Rs. 93,000
Qualifications	<ol style="list-style-type: none"> 1. A Master's degree from a recognized institution in Educational Administration, Management or Education or an equivalent acceptable qualification. 2. At least 10 years' experience in a managerial position in the Tertiary Education Sector. 3. The Candidate should possess: <ul style="list-style-type: none"> ➤ The ability to relate to the academic world; ➤ Excellent interpersonal qualities and communication skills to gain acceptance of new ideas and change; ➤ Proven leadership qualities; ➤ Demonstrated experience in student advisory work; ➤ The ability to deal sensitively and exercise discretion and confidentiality at all times; ➤ Detailed knowledge of academic policy and programmes and student support programmes, and a high level of awareness of the issues faced by students including those with special needs.
Duties	<p>The Registrar reports to the Pro-Vice-Chancellor (Academia) and is responsible for the administration of all student matters from initial applications and first registration to final graduation ceremony. The incumbent is also the University's Chief Examinations Officer and is responsible for the rigorous conduct of all examinations. The incumbent is responsible for student relations including policies and procedures affecting students and their union. The Office acts as a one-stop shop for all scholarly and information services by providing support and information to all students (local and international), both current and prospective, in relation to programme enquiries, student enrolments, admissions, fees, special consideration (e.g. services to students with disabilities or other special requirements), financial support to students, student progress and completions, student discipline and student complaints. The Registrar is in charge of:</p> <ol style="list-style-type: none"> (a) The registry and oversees the work of its constituent parts: Student Records and Registration, Student Relations, Examinations and Timetabling; (b) Responding to student enquiries and complaints and exercising due discretion; (c) Overseeing the administration of International Student Exchange programmes;

- (d) Developing a cohesive, accessible and student-centric approach to the delivery of information about academic programmes and student services;
- (e) Referring student matters of a serious nature to the Pro-Vice-Chancellor (Academia);
- (f) Developing policies and ensuring effective provision of prompt, accurate and complete information to current and prospective students and academic staff and the general public;
- (g) Regularly reviewing processes and procedures relating to student matters with a view to recommending improvements and ensuring accurate and timely implementation of processes;
- (h) Managing emergency and crisis situations which impact on students;
- (i) Developing and implementing policies for provision of facilities to disabled students;
- (j) Organizing open days for prospective and new students nationally and internationally;
- (k) Organizing the student graduation ceremonies;
- (l) Administering student scholarships and bursaries;
- (m) Managing the alumni relations; and
- (n) Performing any other additional duties related to the above.

A.4 Chief of Facilities and Services

Post	Chief of Facilities and Services
Salary(UNI 61)	Rs. 93,000
Qualifications	<ol style="list-style-type: none"> 1. At least a Master’s Degree in Project Management or any other acceptable field. 2. Minimum of 10 years’ working experience in a managerial position in a relevant field. 3. The Candidate should possess: <ul style="list-style-type: none"> ➤ Excellent interpersonal, organizational and communication skills; ➤ Proven leadership and teamwork qualities; and ➤ Experience in project management preferably in a higher education setting.
Duties	<p>The Chief of Facilities and Services reports directly to the Vice-Chancellor and is responsible for the provision and management of facilities and services that support the core business of the University. The Chief of Facilities and Services will be:</p> <ol style="list-style-type: none"> (a) Responsible for overseeing space management, library facilities, computing services, physical asset management, health and safety, procurement, transport, canteen facilities, sports facilities, buildings requirements and implementation of all construction activities on the campus; (b) Developing and implementing a strategic plan to maintain the assets of the University; (c) Planning and coordinating the development and procurement of facilities and services needed across campus; (d) Preparing annual comprehensive plan and budget for Facilities and Services Division; and (e) Performing any other additional duties related to the above.

A.5 Council Secretary (Contractual – Part-Time)

POST	Council Secretary
SALARY	Negotiable
QUALIFICATIONS	<p>The candidate should possess the following profile:</p> <ul style="list-style-type: none"> (a) Full Member of the Institute of Chartered Secretaries and Administrators (ICSA); (b) Minimum of 10 years working experience in the field after qualifying as a full Chartered Secretary; (c) Excellent interpersonal and communication skills; and (d) Thorough knowledge of laws and practices affecting his area of work.
DUTIES	<p>The Council Secretary shall:</p> <ul style="list-style-type: none"> (a) Report to the Chairperson of the Council; (b) Ensure that the University complies with its legal and statutory requirements and standards of good governance; (c) Organize, prepare agendas and take minutes of Council; (d) Maintain statutory records, including register of members; (e) Maintain the official minutes and other confidential documents; (f) Communicate regularly on the deliberations and actions approved by Council; (g) Ensure prompt implementation of Council decisions and to report thereon; (h) Advise members on the University’s rules and regulations, in particular, its Act and Statutes; (i) Advise members on governance issues; and (j) Perform any other job-related duties.

A.6 Director of Legal Affairs

Post	Director of Legal Affairs
Salary	Contingent on Full-Time or Part-Time Basis
Qualifications	<ol style="list-style-type: none"> 1. Holder of a Master’s degree in law. 2. Minimum of ten years of working experience in the legal field. 3. The Candidate should possess: <ul style="list-style-type: none"> ➤ Excellent ability to communicate complex information concisely, both verbally and in writing; ➤ Proven drafting skills in legal documents and legislative instruments; ➤ Good organisation, problem solving and time management skills; and ➤ Ability to work under pressure and apply good judgment in decision making.
Duties	<p>The Director Legal Affairs is responsible for providing assistance in interpreting University policies and matters of jurisdiction and governance related to policies, overseeing the University’s legal matters nationally and internationally, reviewing and/or preparing documents, agreements, legal opinions and legislation analyses as required. The Director Legal Affairs provides legal advice to the Vice-Chancellor as well as first hand legal assistance to the Statutory Committees. The Director of Legal Affairs will also be:</p> <ol style="list-style-type: none"> (a) Dealing with complaints or grievances resulting from staff issues as an independent arbitrator; (b) Providing accurate and timely legal advice and guidance on any legal issue which relates to the operation of the University of Mauritius; (c) Ensuring coordination with the work of other offices on campus to address the legal components of issues such as grievances (both staff and students), disciplinary cases, intellectual property rights, real estate development, safety and health issues, environmental issues, governance, confidentiality (data protection, freedom of information); (d) Providing legal services to University of Mauritius departments in the negotiation, drafting, review and processing of all contracts and agreements (such as MoU’s) to which the University of Mauritius is a party; (e) Identifying and recommending procedures and practices to protect the University of Mauritius from undue liability and to assist with risk assessment and control;

	<ul style="list-style-type: none"> (f) Liaising with other related and affiliated entities on legal and policy issues; (g) Assisting in the preparation and vetting of any legal instruments; (h) Drafting policies and procedures to comply with statutory requirements of new legislations; (i) Advising management and Divisions on the validity and conformity of procedures with the standing rules and regulations; and (j) Performing such other duties related to the above as may be assigned by the Council.
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A.7 Finance Director

Post	Finance Director
Salary (UNI 60)	Rs 59,400 x 1,800 – 68,400 x 2,400 – 78,000
Qualifications	<ol style="list-style-type: none"> 1. Fellow of one of the following bodies: The Chartered Association of Certified Accountants, <i>Or</i> The Institute of Chartered Accountants in England & Wales, <i>Or</i> a comparable Internationally accredited Institute. 2. At least 10 years’ practical experience in a senior position of responsibility in the field of Accounting and Finance. 3. The Candidate should possess: <ul style="list-style-type: none"> ➤ Excellent interpersonal and communication skills; and ➤ Proven leadership qualities.
Duties	<p>The Finance Director shall report to the Pro-Vice-Chancellor (Planning and Resources). The Finance Director is responsible for the overall running of the Finance Office, for the University’s budgetary control and financial matters, and the production of the University’s financial statements and other financial reports. The Finance Director shall be responsible for:</p> <ol style="list-style-type: none"> (a) All matters concerning the finances of the University; (b) Promoting the most effective use of financial resources; (c) Reporting on the financial implications of proposed developments and programmes; (d) Developing efficient financial policy, strategy and procedures; (e) Monitoring and reporting the University’s recurrent, capital and research budgets; (f) Developing and managing budgets; (g) Keeping proper records of accounts and providing accurate up to date financial information; (h) Providing general support on financial-related matters; and (i) Performing other duties related to the above as may be assigned by the Pro-Vice-Chancellor (Planning and Resources).

A.8 Director of Human Resources

Post	Director of Human Resources
Salary (UNI 60)	Rs 59,400 x 1,800 – 68,400 x 2,400 – 78,000
Qualifications	<ol style="list-style-type: none"> 1. Holder of at least a Master's Degree in the field of Human Resource Management. 2. Minimum of 10 years' working experience in the tertiary education sector. 3. The Candidate should possess: <ul style="list-style-type: none"> ➤ Excellent interpersonal and communication skills; ➤ Proven leadership qualities; and ➤ Knowledge of employment legislation and practices.
Duties	<p>The Director of Human Resources is responsible to the Pro-Vice-Chancellor (Planning and Resources) for the University staffing strategy and supports the University in the accomplishment of its strategic objectives by providing a high quality, continuously improving and comprehensive service to staff and students. The Director of Human Resources will be:</p> <ol style="list-style-type: none"> (a) Responsible for postings of non-academic staff across the University and provides advice and guidance on organizational development, recruitment of academic and non-academic staff, promotion of non-academic staff and employee relations; (b) Leading and managing the Office of Human Resources; (c) Responsible for the deployment and periodic posting of the administrative cadre to the different parts of the University; (d) Providing strategic human resource leadership and development for the University; (e) Consulting and seeking the views of Deans, Directors, Managers and Chairpersons on their staffing requirements and employment-related matters, in order to devise policies and practices which meet the existing and developing needs of the University; (f) Developing and implementing the Human Resource Strategy in order to address issues relating to the management of change, staff recruitment and retention, equal opportunity, reward and motivation, the progression and development of staff, HR forecasting and planning and non-academic staff performance and review; (g) Leading the implementation of the performance management system that includes performance development plan and employee development programmes;

- (h) Building and leading a cohesive human resource culture across the University's campus;
- (i) Providing proactive leadership and creating a harmonious environment through the development of best-practices policies and programmes in key areas like recruitment, retention, promotion, employee relations and benefits;
- (j) Leading organizational development and the creation of effective training programmes consistent with the University's priorities;
- (k) Ensuring that human resource strategies and initiatives are aligned with and support the strategic objectives of the University;
- (l) Developing and maintaining sound personnel policies and systems;
- (m) Disseminating good employment and staff development practices throughout the University;
- (n) Developing and reviewing details of job profiles, reward structures, pay systems, progression/promotion structures and grade structures;
- (o) Advising on recruitment, selection and induction of staff;
- (p) Introducing and maintaining appropriate conditions of service for all staff groups;
- (q) Developing an integrated set of HR policy statements, codes of practice and guidelines to ensure that common standards prevail throughout the University and through liaison with the Health and Safety Manager, ensuring that due and proper consideration of health and safety issues is reflected in its policies;
- (r) Providing information, recommendations and advice to Senior Management on HR issues, employment law, statutory compliance and professional good practice;
- (s) Generating and fostering Senior Management support for innovative workforce programmes and initiatives, including staff training, that align with the strategic goals and objectives;
- (t) Providing individual members of staff with information relating to staff development and training opportunities, pay and other benefits, pension scheme entitlements, retirement options, flexible working arrangements and other related HR policies;
- (u) Providing advice and support to Deans/Directors/Managers on the

	<p>management of welfare, grievance or disciplinary matters relating to an individual or group of staff;</p> <p>(v) Fostering a healthy work relationship with the Staff Associations;</p> <p>(w) Providing administrative support to Staff Committee with regard to recruitment and promotion; and</p> <p>(x) Performing any other duties related to the above as may be assigned by the Pro-Vice-Chancellor (Planning and Resources).</p>
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A.9 Director of Marketing and Externally Funded Activities

Post	Director of Marketing and Externally Funded Activities
Salary (UNI 60)	Rs 59,400 x 1,800 – 68,400 x 2,400 – 78,000
Qualifications	<ol style="list-style-type: none"> 1. Holder of at least a Master’s degree in marketing, finance or an equivalent acceptable qualification. 2. Minimum of 10 years’ working experience and a good knowledge of the industrial sector of Mauritius. 3. The Candidate should possess: <ul style="list-style-type: none"> ➤ Excellent interpersonal and communication skills; ➤ Proven leadership qualities; and ➤ Good track record of successfully obtaining external funding for research and project grants.
Duties	<p>The Director of Marketing and Externally Funded Activities is responsible to the Pro-Vice-Chancellor (Planning and Resources) for the overall marketing of the University products and services as well as the management of externally funded projects and consultancies, monitoring the various memoranda of understanding/ agreement signed by the University, overseeing the activities of the University Farm and the offer of commercial courses. The Director of Marketing and Externally Funded Activities will be responsible for:</p> <ol style="list-style-type: none"> (a) Increasing inflow of external funds into the University and managing effective use of these funds as well as improving the relationship between the University and its sponsors; (b) Leading and managing the office of marketing and externally funded activities; (c) Coordinating and monitoring the delivery of consultancy services; (d) Establishing and monitoring structures and processes for managing grants received from donors; (e) Overseeing the implementation of externally funded projects; (f) Coordinating grant proposal development; (g) Facilitating project implementation; (h) Identifying funding agencies; (i) Keeping the University abreast of current and future calls for proposals

	<p>from funding agencies;</p> <ul style="list-style-type: none"> (j) Coordinating and ensuring that proposals are written to meet donors' requirements; (k) Providing technical advice to proposal writing teams on donor requirements; (l) Resolving conflicts that may arise during the implementation of externally funded projects; (m) Facilitating commercialization of courses, intellectual property and research technology; (n) Coordinating and report on the implementation of externally funded projects; (o) Advising on costing of consultancy services and consultancy fees; (p) Working closely with staff involved in the projects to prepare jointly project progress reports in accordance with donor requirements; (q) Marketing the services offered by UoM to the community (academic programmes offered, short term courses, testing facilities, consultancy services); (r) Promoting academic/industry liaisons; (s) Developing and updating all Research Management policies at the University of Mauritius; (t) Overseeing memoranda of understanding/agreement signed or to be signed by the University and ensure that they are consistent with the strategic objectives of the University; and (u) Performing other duties related to the above as may be assigned by the Pro-Vice-Chancellor (Planning and Resources).
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A.10 Senior Administrative Manager

Post	Senior Administrative Manager
Salary (UNI 59)	Rs 44,100 x 1,500 – 57,600 x 1,800 – 68,400 x 2,400 – 75,600
Qualifications	<ol style="list-style-type: none"> 1. Holder of a Master’s degree in Management or an equivalent acceptable qualification. 2. Minimum of 10 years’ working experience in tertiary education, at least 3 years at a managerial level. 3. The Candidate should possess: <ul style="list-style-type: none"> ➤ Excellent interpersonal and communication skills; and ➤ Proven leadership qualities.
Duties	<p>The Senior Administrative Manager is responsible to the heads of Faculties/Sections where he is periodically posted or to the chairpersons of Committees where he provides secretarial services and administrative support.</p> <p>The Senior Administrative Manager will also be responsible for:</p> <ol style="list-style-type: none"> (a) Performing managerial duties connected with specific areas which may be assigned by the Heads of Sections; (b) Assisting in the formulation, coordination and implementation of the University policies, goals and objectives; (c) Line managing a range of administrative staff, providing administrative leadership, setting up and maintaining high standards of effectiveness and efficiency; (d) Assisting in working out budget proposals and administration of budget; (e) Serving as Secretary to any particular Statutory Committee upon selection by the Committee; (f) Ensuring prompt implementation of decisions taken by the Committee and reporting to the Committee thereon; and (g) Performing any other duties related to the above as may be assigned by those whom he reports to.

A.11 Health and Safety Manager

Post	Health and Safety Manager
Salary (UNI 58)	Rs 44,100 x 1500 – 57,600 x 1800 – 66,600
Qualifications	<ol style="list-style-type: none"> 1. Holder of a degree in Occupational Health and Safety or Safety Management from a recognized institution or an equivalent acceptable qualification. 2. Minimum of 5 years’ working experience in Health & Safety. 3. Be a Registered Health and Safety Officer. 4. The Candidate should have knowledge of: <ul style="list-style-type: none"> ➤ Principles and practices of evaluating and implementing safety programmes; ➤ Basic principles of risk management and accident prevention; ➤ Laws and regulations applicable to occupational health and safety; ➤ The use of statistical methods to analyze data; ➤ Methods of assessing safety hazards; ➤ Techniques for conducting accident investigations and safety inspections; and ➤ Analyzing situations accurately and making timely and effective recommendations and maintaining effective working relationships with people at all levels.
Duties	<p>The Health and Safety Manager will be responsible to the Chief of Facilities and Services for all health and safety related issues across the University. He will have to:</p> <ol style="list-style-type: none"> (a) Oversee the work of Health and Safety Officers/Senior Health and Safety Officers; (b) Advise on all matters relating to health and safety; (c) Develop and maintain environmental health and safety policies at the University and ensure compliance with legislation related to occupational health and safety; (d) Inspect all areas within the University, assess all risks and make recommendations thereon including provision of protective equipment; (e) Design, plan, implement and evaluate training programmes aimed at meeting the requirements of the occupational health and safety legislation in force;

	<ul style="list-style-type: none"> (f) Organize staff training programmes; (g) Design strategic safety management plans; (h) Audit and review any health and safety measures and procedures; (i) Investigate and report on any occupational accident and recommend on corrective measures to prevent future accidents; (j) Administer and provide technical advice on the medical surveillance required by students/staff including medical testing and vaccination; (k) Advise on the management and disposal of chemical and other wastes; (l) Develop fire prevention programmes, including building evacuation procedures; (m) Perform such other duties as provided for in the Occupational, Safety, Health and Welfare Legislation; and (n) Perform other duties related to the above as may be assigned by the Chief of Facilities and Services.
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A.12 Procurement and Supply Manager

Post	Procurement and Supply Manager
Salary (UNI 58)	Rs 44,100 x 1500 – 57,600 x 1800 – 66,600
Qualifications	<ol style="list-style-type: none"> 1. Holder of a degree in Procurement and Supply Management from a recognized institution or an acceptable experience and alternative qualification. 2. Minimum of 5 years’ working experience in matters relating to procurement. 3. Have a high sense of trustworthiness and integrity. 4. The Candidate should possess knowledge of: <ul style="list-style-type: none"> ➤ the principles, policies and practices in procurement, quotation matters and tenders; and ➤ the Public Procurement Act.
Duties	<p>The Procurement and Supply Manager will be responsible to the Chief of Facilities and Services for the performance of his duties and to effectively lead and manage the activities of the Office of Procurement. He will also be responsible:</p> <ol style="list-style-type: none"> (a) To provide a prompt and efficient procurement service to all parts of the University; (b) To provide advice, guidance and support on all procurement related matters; (c) To develop efficient procurement policy, strategy and procedures; and (d) To perform other duties related to the above as may be assigned by the Chief of Facilities and Services.

A.13 Administrative Manager

Post	Administrative Manager
Salary (UNI 56)	Rs 35,400 x 1,200 – 36,600 x 1,500 – 57,600 x 1,800 – 61,200
Qualifications	<ol style="list-style-type: none"> 1. Holder of a degree in Management from a recognized institution or an equivalent qualification. 2. Minimum of 5 years' administrative experience in tertiary education sector. 3. The Candidate should have: <ul style="list-style-type: none"> ➤ Good Communication, leadership, organizing, and computer skills; and ➤ Initiative and be able to work in a team.
Duties	<p>The Administrative Manager is responsible to the heads of Faculties/Sections where he is periodically posted. He will also be:</p> <ol style="list-style-type: none"> (a) Coordinating work at higher administrative level; (b) Performing managerial duties connected with specific areas which may be assigned by the Heads of Sections; (c) Line managing a range of administrative staff, providing administrative leadership, setting up and maintaining high standards of effectiveness and efficiency; (d) Managing HR strategies for the faculty in collaboration with the Director of Human Resources; (e) Providing advice to Deans of Faculties and Heads of Departments on Faculty and examination matters; (f) Ensuring adequate staff levels to cover for absences; (g) Overseeing administrative responsibilities comprising the custody and the security of the University records/ documents, maintenance and security of buildings and equipment; (h) Assisting in working out budget proposals and administration of budget; (i) Acting as Secretary to any particular Statutory Committee upon selection by the Committee; (j) Ensuring prompt implementation of decisions taken by the Committee and reporting to the Committee thereon; and (k) Performing any other duties related to the above as may be assigned by those whom he reports to.

A.14 Laboratory Coordinator

Post	Laboratory Coordinator
Salary (UNI 53)	Rs 31,200 x 900 – 33,000 x 1200 – 36,600 x 1500 – 54,600
Qualifications	<p>1. Be promoted on the basis of experience and merit from Principal Technicians who have:</p> <ul style="list-style-type: none"> ➤ At least 5 years' work experience; ➤ Good interpersonal and communication skills; and ➤ Good leadership and team work skills.
Duties	<p>The Laboratory Coordinator is responsible to the Dean of Faculty for the proper administration, supervision and coordination of all laboratories in the Faculty. He will be responsible to:</p> <ul style="list-style-type: none"> (a) maintain and improve the standard of laboratory services and all laboratory equipment; (b) devise and implement maintenance contracts for specialized equipment; (c) monitor all repairs, servicing and calibration of equipment for the Faculty; (d) identify appropriate training needs of staff in the use of equipment; (e) design, implement and maintain a complete database and archiving system for all laboratory equipment, spare parts and service manuals of the University; (f) perform frequent audits to ensure that equipment are at all times being kept in optimum operating condition; (g) perform yearly re-evaluation of equipment/asset with respect to depreciation and equipment lifetime; (h) maintain a safe laboratory environment at all times; (i) design maintenance contract plans for equipment in the Faculty in collaboration with Principal Technician/ Dean/Finance Director; (j) Set up guidelines, advise and collaborate with end-users at all stages of the procurement process so as to ensure purchase of the right equipment and consumables; (k) Follow-up on orders for the different departments within the Faculty; (l) manage the chemical and consumable stock of the Faculty;

	<ul style="list-style-type: none"> (m) manage for laboratory equipment and spare parts for the Faculty; (n) perform technical work whenever his expertise is required; (o) design, plan and organize training programme as per demand of different departments together with academic staff, Principal Technicians and other relevant bodies; (p) liaise with management/external bodies on matters relating to disposal of wastes; (q) collaborate with the Director Quality Assurance for the setting up and maintenance of a quality control system regarding equipment and practical classes for all laboratories in the Faculty in collaboration with all Principal Technicians; and (r) perform many other duties related to the above as may be assigned by the Dean.
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Annex 2 - New Statutes

THE UNIVERSITY OF MAURITIUS ACT

Statutes made by Special Resolution of the Council after consultation with the Senate under Section 20 of the University of Mauritius Act

1. These Statutes may be cited as the Statutes of the University of Mauritius **(Amendment) 2013.**
2. **Membership of the University**
 - (1) The Members of the University shall be:
 - (a) the Chancellor, the Pro-Chancellor, the Vice-Chancellor, the Pro-Vice-Chancellor (Academia), the Pro-Vice-Chancellor (Planning and Resources), the Chief of Facilities and Services, the Deans, the Registrar, the Finance Director, the Director of Human Resources, the Chief Librarian, the members of the Convocation, the other Members of the Court, the Council and the Senate;
 - (b) all other persons holding appointment on the academic staff, and such other categories of members of the staff as may, from time to time, be determined by the Council;
 - (c) the students; and
 - (d) such other persons whom the Council or the Senate may, by name or office, declare to be Members of the University for such period as the Council or the Senate, as the case may be, may in each case, determine.
 - (2) Any person who possesses any one of the qualifications specified in paragraph (1) shall be a member of the University for as long only as he continues to possess that

qualification.

3. The Chancellor

- (1) The Chancellor shall be appointed by the President of the Republic on the advice of the Prime Minister.
- (2) The Chancellor shall -
 - (a) hold office for a period of 5 years; and
 - (b) be eligible for reappointment.
- (3) The Chancellor shall confer degrees including Honorary Degrees and Diplomas awarded by the Council or the Senate.
- (4) The Chancellor shall preside at any Ceremony of the University.

4. The Visitor

- (1) The Prime Minister may, at any time and in consultation with the Council, appoint a fit and proper person as Visitor to conduct enquiries into any matters pertaining to the acts and affairs of the University, to its teaching, research, examinations of other work, and to its property, funds or facilities as he may determine.
- (2) The result of any enquiry held by the Visitor shall be submitted to the Prime Minister who shall communicate it to the Council and shall be treated as secret and confidential, unless the Prime Minister in consultation with the Council otherwise determines.
- (3) If on receiving the result of any enquiry held by a Visitor, the Council is of opinion that any function or any matter pertaining to the University cannot or should not be exercised by anybody or person within the University, it shall take such remedial action as it may consider appropriate.

5. The Pro-Chancellor

- (1) The Pro-Chancellor shall be appointed by the Chancellor on the advice of the Prime Minister.
- (2) The Pro-Chancellor shall hold office until the end of the third year following his appointment or until such earlier date as the Chancellor may, in each case determine. He shall be eligible for reappointment.
- (3) The Pro-Chancellor may resign his office at any time by letter addressed to the Chancellor.

6. The Vice-Chancellor

- (1) The Vice-Chancellor shall be appointed by the Council after consideration of a report of a Committee of eleven members consisting of:
 - (a) the Chairperson of the Council as ex-officio member and Chairperson;
 - (b) five members of the Council, not being members of Senate, appointed by Council; and
 - (c) five members of the Senate appointed by the Senate.
- (2) The Vice-Chancellor shall serve for an initial period of 3 years which may be extended for a further period not exceeding 3 years (to a maximum total of 6 years) by Council on evidence of excellent performance.
- (3) The Vice-Chancellor shall chair Senate and be an ex-officio member of the Convocation, the Court, the Council and all committees and sub-committees of such bodies except the Committee constituted under paragraph (1).
- (4) The Vice-Chancellor shall, in addition to the functions prescribed in section 11 of the Act and in paragraph (3) above, have the following functions:
 - (a) Confer degrees during the inability of the Chancellor through illness or any other

cause;

- (b) Refuse, without being required to explain his decision, to admit any person to be registered as a student;
- (c) Suspend, on what he deems to be good cause, any member of the staff of the University, or any student, until consideration by the next Council or Senate; and
- (d) Prepare, after consultation with the Pro-Vice-Chancellor (Academia), Pro-Vice-Chancellor (Planning and Resources), the Chief of Facilities and Services, the Finance Director, the Deans of Faculties and such other persons as he may deem expedient, an annual budget for the succeeding financial year of the University's operation for submission to the Budget and Infrastructure Committee.

7. The Pro-Vice-Chancellor (Academia)

- (1) The Pro-Vice-Chancellor (Academia) shall be appointed by the Council after consideration of a report of a Committee consisting of:
 - (a) The Chairperson of Council as Chairperson
 - (b) The Vice-Chancellor
 - (c) The Chairperson of the Staff Committee
 - (d) Two members appointed by the Council
 - (e) Two members appointed by the Senate
- (2) The Pro-Vice-Chancellor (Academia) shall serve for an initial period of 3 years which may be extended for a further period not exceeding 3 years (to a maximum total of 6 years) by Council on evidence of excellent performance.
- (3) When the Vice-Chancellor is away or where the office of Vice-Chancellor is vacant or the holder of the office is for any reason unable to perform the functions of his office, those functions shall be performed by the Pro-Vice-Chancellor (Academia).

- (4) The Pro-Vice-Chancellor (Academia) reports to the Vice-Chancellor and is responsible for overseeing all academic affairs and activities relating to teaching and learning, research, academic planning and quality.
- (5) Reporting to the Pro-Vice-Chancellor (Academia) are the Deans of Faculties, the Registrar, the Director Quality Assurance and any other officers as may be decided by the Council.

8. The Pro-Vice-Chancellor (Planning and Resources)

- (1) The Pro-Vice-Chancellor (Planning and Resources) shall be appointed by the Council after consideration of a report of a Committee consisting of:
 - (a) The Chairperson of Council as Chairperson
 - (b) The Vice-Chancellor
 - (c) The Chairperson of the Staff Committee
 - (d) Two members appointed by the Council
 - (e) Two members appointed by the Senate
- (2) The Pro-Vice-Chancellor (Planning and Resources) shall serve for an initial period of 3 years which may be extended for a further period not exceeding 3 years (to a maximum total of 6 years) by Council on evidence of excellent performance.
- (3) The Pro-Vice-Chancellor (Planning and Resources) reports to the Vice-Chancellor and is responsible for overseeing the strategic planning of the University, the finances and human resources of the University in addition to engaging in fund-generation and development activities designed to provide financial support for the University's academic and research activities and increase the assets of the University.
- (4) The Pro-Vice-Chancellor (Planning and Resources) has a portfolio of responsibilities covering the areas of: strategic planning, finance, human resource, fund raising, marketing and public relations.

9. The Chief of Facilities and Services

- (1) The Chief of Facilities and Services shall be appointed by the Council after consideration of a report of a Committee consisting of:
 - (a) The Chairperson of Council as Chairperson
 - (b) The Vice-Chancellor
 - (c) The Chairperson of the Staff Committee
 - (d) Two members appointed by the Council
 - (e) Two members appointed by the Senate
- (2) The Chief of Facilities and Services shall serve for an initial period of 3 years which may be extended for a further period not exceeding 3 years (to a maximum total of 6 years) by Council on evidence of excellent performance.
- (3) The Chief of Facilities and Services reports to the Vice-Chancellor and is responsible for overseeing a broad range of facilities and services which support the University's mission through the creation and maintenance of a positive and vibrant environment for the University.
- (4) The Chief of Facilities and Services has a portfolio of responsibilities covering the areas of: information services (ICT and Library), the University post room and mailing services, procurement, buildings and physical resources, allocation of offices, student and staff amenities, health and safety, transport and other logistics.

10. The Registrar

- (1) The Council shall appoint a Registrar upon the recommendation of the Staff Committee. The Registrar is appointed on such terms and conditions as the Council thinks fit.
- (2) The Registrar shall be responsible to the Pro-Vice-Chancellor (Academia) for the administration of all student matters of the University.

- (3) The responsibilities of the Registrar include: the quality and soundness of student records, logistics including student admissions, student results, acting as Chief Examinations Officer for all examinations and assessment, graduation ceremonies, allocation of rooms for lectures and examinations, student experience from first enquiry to graduation, and for policies and procedures affecting students and the Students' Union.
- (4) The Office of the Registrar acts as a one-stop-shop for all scholarly, administrative and information services by providing support and information to all staff and students (current, prospective and international students) in relation to student enrolments, programme enquiries, admissions, fees, special consideration (e.g. services to students with disabilities and other special requirements), financial support to students, student progress and completions, student discipline and student complaints.

11. Deans of Faculties

- (1) The Council shall appoint the Dean of a Faculty on the recommendation of the Staff Committee, provided that no recommendation shall be made by that Committee unless the person recommended has signified his willingness to accept appointment as Dean of Faculty. The Dean must be a Member of the University holding appointment on the academic staff of the University.
- (2) The Dean of Faculty shall be appointed for a period not exceeding three years. He shall be eligible for reappointment.
- (3) A Dean of Faculty reports to the Pro-Vice-Chancellor (Academia) and shall be responsible for maintaining and promoting the efficiency and good order of the Faculty in accordance with the policies and procedures prescribed by the Act, the Statutes and the Regulations, or determined from time to time, by resolutions of the Council, the Senate and the Board of Faculty. He shall be ex-officio Chairperson of the Board of the Faculty and, subject to the Act, the Statutes and the Regulations and to general policy resolved by the Senate and the Board of the Faculty, he shall be responsible for the selection of persons to be registered as students to follow schemes of instruction, study or research allocated to the Faculty.

12. The Legal Affairs Director

- (1) The Council shall appoint a Legal Affairs Director on contract with terms and conditions as may be agreed by the parties.
- (2) The Legal Affairs Director provides legal advice as well as first-hand legal assistance to the Statutory Committees and to the Vice-Chancellor.
- (3) All legal cases involving the University are channelled to the Legal Affairs Director.

13. The Council Secretary

The Council shall appoint a Chartered Secretary on contract to serve as its Secretary with terms and conditions as may be agreed by the parties.

14. The Finance Director

- (1) The Council shall appoint a Finance Director upon the recommendation of the Staff Committee. The Finance Director is appointed on such terms and conditions as the Council thinks fit.
- (2) The Finance Director reports to the Pro-Vice-Chancellor (Planning and Resources) and is responsible for:
 - (a) all matters concerning the finances of the University;
 - (b) reporting on the financial implications of proposed developments and programmes; and
 - (c) promoting the most effective use of financial resources.

15. The Director of Human Resources

- (1) The Council shall appoint a Director of Human Resources upon the recommendation of the Staff Committee. The Director of Human Resources will be appointed on such terms

and conditions as the Council thinks fit.

- (2) The Director of Human Resources reports to the Pro-Vice-Chancellor (Planning and Resources). He is responsible for the University staffing strategy and accomplishment of its strategic objectives. The Director of Human Resources is responsible for providing advice and guidance on organizational development, recruitment and promotion of staff, employee relations and employee welfare and for the periodic posting of administrative staff across the different sections of the University after consultation with the respective heads or chairpersons concerned.

16. The Chief Librarian

- (1) The Council shall appoint a Chief Librarian upon the recommendation of the Staff Committee. The Chief Librarian is appointed on such terms and conditions as the Council thinks fit.
- (2) The Chief Librarian reports to the Chief of Facilities and Services and is responsible for all matters concerning the Library and shall have such other functions as may be prescribed by the Regulations.

17. Staff Committee

- (1) T
The Council shall appoint a Staff Committee which shall make recommendations to the Council on all appointments in the University other than those of the Vice-Chancellor, Pro-Vice-Chancellor (Academia), Pro-Vice-Chancellor (Planning and Resources), Chief of Facilities and Services, the Director of Legal Affairs and the Council Secretary.
- (2) The Staff Committee shall in addition:
 - (a) be generally responsible for staff matters such as conditions of service, criteria for appointments, promotions, transfer of academic staff, discipline and

- welfare;
 - (b) be responsible for staff development and training programmes; and
 - (c) appoint a Disciplinary Committee.
- (3) (a) The Staff Committee shall consist of :
- (i) a Chairperson appointed by the Council (who shall not be the Chairperson of Council);
 - (ii) the Vice-Chancellor;
 - (iii) three members chosen by Council from among its members;
 - (iv) the Dean of Faculty concerned for appointments in a particular Faculty; and
 - (v) the Director of Human Resources may be co-opted as and when required regarding non-academic staff issues.
- (b) Half of the members of the Staff Committee shall form a quorum.
- (c) The Staff Committee may call upon such persons as in its opinion may assist it in the performance of its duties.
- (4) The Staff Committee shall select one of the Administrative Managers to serve as its Secretary. The Secretary shall serve for a period of two years or such other period as may be determined by the Committee. He shall be the Secretary of only one Statutory Committee.
- (5) Members of Staff Committee shall be appointed for a period of three years and shall be eligible for reappointment.
- (6) The Staff Committee is responsible for ensuring that -
- (i) except with the written prior permission of the Vice-Chancellor, no member of the full-time academic staff shall undertake paid work outside the University;

and

- (ii) subject to guidelines approved by the Council, no member of the academic staff shall take leave without the prior permission of the Dean of Faculty.

18. The Convocation

- (1) The Convocation shall consist of all registered graduates and diplomates of the University and of the diplomates of the former College of Agriculture.
- (2) The Convocation shall have the powers to:
 - (a) Elect five members of the Court;
 - (b) Hold an annual meeting in each academic year at which it shall elect its Chairperson who shall preside at its meetings;
 - (c) Regulate its meetings and proceedings in such manner as it thinks fit;
 - (d) Discuss and pronounce an opinion on any matter whatsoever relating to the University including any matters referred by the Court, the Council, or the Senate; and
 - (e) Appoint a Standing Committee and such officers as it may deem necessary.
- (3) Ten members of the Convocation shall form a quorum.
- (4) The Convocation shall meet and work for the development of the University and promote the image of the University of Mauritius locally and internationally. It shall hold such events as may generate support and funding for the advancement of the institution.
- (5) The Convocation shall select one of the Administrative Managers to serve as its Secretary. The Secretary shall serve for a period of two years or such other period as may be determined by the Convocation.

19. The Court

(1) The Court shall consist of:

- The Chancellor as Chairperson;
- The Pro-Chancellor;
- The Vice-Chancellor;
- The Pro-Vice-Chancellor (Academia);
- The Pro-Vice-Chancellor (Planning and Resources);
- The Chief of Facilities and Services;
- The Deans of Faculties;
- The Minister overseeing tertiary education;
- The Permanent Secretary of the Ministry overseeing tertiary education;
- 2 members of the National Assembly (to be nominated by the Honourable Speaker);
- one benefactor of the University (to be nominated by Council);
- one person to represent Learned Societies (to be nominated by Senate);
- 3 persons to represent the Professions (to be nominated by Council in consultation with Senate);
- one member of the University Convocation (to be nominated by the Convocation);

- one representative of the Tertiary Education Commission;
- one representative of the Mauritius Institute of Training and Development;
- one representative of Local Government (to be nominated by the Minister of Local Government);
- one representative to be nominated by the Minister of Cooperatives;
- one representative of the Trade Unions (to be nominated by the Minister of Labour and Industrial Relations);
- one representative of Employers (to be nominated by the Mauritius Employers Federation);
- one representative from the Mauritius Export Association;
- one rector to represent secondary schools (to be nominated by the Minister of Education);
- one representative of the Chamber of Agriculture;
- one representative of the Chamber of Commerce;
- one representative nominated by the Association of Bankers;
- a representative of the Prime Minister's Office;
- a representative of the Attorney-General;
- 5 persons to be nominated by the Prime Minister from Business and Industry;
- one representative from each of the registered Staff Unions of the University;
and

- one representative from the Students' Union of the University.
- (2) The ex-officio members of the Court shall hold office for as long only as they hold the respective offices by virtue of which they became members.
 - (3) The other members of the Court shall hold office for a period of three years following their appointment.
 - (4) The Court shall hold at least one meeting in each academic year.
 - (5) The Court shall be presented with the audited financial statements for the previous financial year/years and reports by the Vice-Chancellor and the Deans of Faculties on the activities of the University and the Faculties respectively.
 - (6) N
 Notice of meetings shall be sent to all members of the Court at least four weeks before the date of the meeting. A further notice setting out the business to be transacted at the meeting and accompanied by copies of the financial statements, and the report of the Vice-Chancellor and Deans of Faculties shall be sent to all members of the Court at least one week before the date of the meeting.
 - (7) Eighteen members of the Court shall constitute a quorum.
 - (8) The Court shall have power to discuss any matter relating to the University and convey its opinion thereon to Council, provided that notice thereof is given to Secretary of the Court at least two weeks before the date of the meeting.
 - (9) The Court shall select one of the Administrative Managers to serve as its Secretary. The Secretary shall serve for a period of two years or such other period as may be determined by the Court.

20. The Council

- (1) The Council shall consist of:
 - a. the Pro-Chancellor as Chairperson;
 - b. the Vice-Chancellor;
 - c. the Pro-Vice-Chancellor (Academia);
 - d. the Pro-Vice-Chancellor (Planning and Resources);
 - e. the Chief of Facilities and Services;
 - f. a Dean of Faculty to serve by rotation for six months;
 - g. an elected representative of the academic staff of the University;
 - h. an elected representative of the non-academic staff of the University;
 - i. an elected representative of the Students of the University;
 - j. such other members not exceeding 9, 3 of whom shall be from the Public Sector, nominated by the Prime Minister from among persons who have been recommended to him by the appropriate professional bodies or institutions and who have distinguished themselves in the fields of education, agriculture, the arts, government, science and technology, business and the professions; and
 - k. other members will attend in a consulting capacity as and when required.
- (2) Ex-officio members of the Council shall remain members for as long as they hold the respective offices by virtue of which they became members.
- (3) Members nominated to the Council under paragraphs 1(g) to 1(j) above shall hold office for a period of two years and shall be eligible for reappointment provided none of them serves for more than 7 consecutive years.
- (4) The Council shall appoint from its members, other than ex-officio and staff and student representatives, for such period and on such conditions as it may determine, a Vice-Chairperson of Council who shall perform all the functions of the Chairperson of the Council during a vacancy in that office or during the inability of the Chairperson of the

Council through illness or any other cause to perform his functions, provided that, no person may serve as Vice-Chairperson of the Council for more than four consecutive years following his appointment.

- (5) Notwithstanding anything contained in this Statute, no student representative shall participate in the deliberations of the Council in any matter relating to discipline of staff.
- (6) Half of the members of the Council shall form a quorum.
- (7) The Council Secretary appointed under Statute 13 shall be assisted by one of the Administrative Managers. The latter shall be selected by Council to assist for a period of two years or such other period as may be determined by the Council.

21. Powers and Functions of the Council

- (1) Without prejudice to the generality of the powers of the Council prescribed by the Act and the Statutes, the Council shall have the powers and functions to:
 - (a) Govern, maintain, administer, dispose of, and, save as hereinafter provided, to invest all the property, money, assets and rights of the University, to manage the business and all affairs whatsoever of the University, and to enter into engagements and to accept obligations and liabilities in all respects without any restriction whatsoever and in the same manner as an individual may manage his own affairs, provided that, before determining any questions relating to the matters aforesaid which affects the academic policy of the University, the Council shall take into consideration any recommendation or report thereon by the Senate;
 - (b) Demand and receive fees, subscriptions, deposits, fines and such other payments, and to effect and accept any payment whatsoever;
 - (c) Take such steps as it thinks fit for the purpose of procuring and receiving contributions to the funds of the University, to further the objects of the University, and for this purpose to raise money in any such lawful manner as it thinks fit;

- (d) Set up an agency or a charitable trust, to act as trustees or managers of any property, legacy, endowment, bequest or gift which in its opinion furthers the objects and welfare of the University, and to invest any funds representing the same as hereinafter provided;
- (e) Borrow money on behalf of the University and for that purpose, if it thinks fit to mortgage or charge all or any part of the immovable property of the University unless the conditions of any will, deed or gift or other similar instrument are thereby contravened and to give such other security whether upon movable or immovable property or otherwise as it thinks fit;
- (f) Invest any money belonging to or held by the University including any unapplied income, in such stocks, debentures, funds, shares, or securities as the Council may, from time to time, determine, whether within Mauritius or not, or in the purchase of a movable or immovable property with the like power of varying such investments from time to time by sale or re-investment or otherwise;
- (g) Sell, buy, exchange, lease, rent, grant, or take on lease or rent movable or immovable property or portions thereof on behalf of the University, including any property belonging to third parties and to acquire any easement over any property, or consent to any easement over any property held by the University;
- (h) Enter, vary, carry out and cancel contracts on behalf of the University, to compound or compromise any action, suit or proceedings, or any debt or claim, and to refer any matter to arbitration;
- (i) Appoint bankers, auditors and any other officers or agents whom it may deem expedient to appoint, to determine all matters relating to the selection and the period, terms and conditions of appointment of such persons, to determine and control all matters relating to the opening, use, and closing of any such bank accounts as it thinks fit to have, and to cause proper books of account to be kept and audited for all sums of money received and expended by the University and for the assets and liabilities of the University so that the books give a true and fair view of the state of the University's affairs and explain its transaction;

- (j) After consultation with the Senate, promote, initiate, encourage and monitor research projects other than students research projects and to take all action designed to further the ends of such research both locally as well as internationally;
- (k) After consultation with the Senate, institute or discontinue Faculties or Units of the University and subject to the Act and these Statutes, to determine the constitution and structure of such Faculties or such Units;
- (l) After consultation with the Senate, enter into agreements with other bodies, whether academic or otherwise, and to determine the terms of incorporation within the University of any institution or body;
- (m) Determine the salary scales, terms of service and general conditions relating to the appointment of the University staff, to establish, disestablish or otherwise make or discontinue financial provision for appointment to such posts, and to appoint and employ such staff, pay their salaries, and terminate their appointments;
- (n) Make provision, so far as it thinks fit, for schemes of insurance, superannuation, pensions or retirement benefits, for persons in the employment of the University or formerly in the employment of the University, and the wives, widows and dependents of such persons, to subscribe to benevolent and other funds for the benefit of such persons, and to make such payments as it thinks fit to such persons;
- (o) Subject to the powers of the Senate, take such steps as it thinks fit for furthering the objects and interests of the University, maintaining its efficiency, making provision for and encouraging, teaching, the pursuit of learning and the prosecution of research therein, providing for the printing and publication of research and other works which may be issued by the University and providing for the welfare and recreation of the staff and students of the University, such steps to include the provision and maintenance of grounds, buildings, premises, furniture, equipment and other means required for carrying on the work of the University and maintaining its efficiency and

- well- being;
- (p) Call for reports from the Vice-Chancellor or the Senate and to review the work of the University in the light of such reports;
 - (q) Make provision for and to control payments to external examiners, to persons it commissions to give services to the University, to students to whom the Senate or the Vice-Chancellor, as the case may be, has awarded a scholarship or prize and to such other persons to whom it thinks fit to make grants or payments to further the objects of the University;
 - (r) After consideration of any recommendation or report thereon from the Senate, to determine fees to be charged to students;
 - (s) Award Honorary degrees in accordance with the procedure prescribed by Statute 31;
 - (t) Choose the crest and colour of the University; and
 - (u) Subject to the Act and Statutes, take such steps as it thinks fit, to give advice, guidance, directions regarding the Constitution, functions and activities of any organisation of members of the University eligible to receive and spend University funds.
- (2) The Council shall consider any recommendation made by the Senate for the making of Statutes and for taking any other action within its powers and shall either accept, reject or amend or take any action which it deems appropriate on any recommendation made by the Senate.
- (3) The Council shall refer to the Senate any matter coming before the Council which the Council considers to have academic implications and which has not previously been considered by the Senate.

22. The Budget and Infrastructure Committee

- (1) The Council shall appoint the Budget and Infrastructure Committee which subject to the

general policy control and guidance of the Council shall, on behalf of the Council, perform the executive functions of the Council with regard to all financial matters coming within the functions of the Council prescribed by and subject to the Act and the Statutes, and, without prejudice to the generality of the foregoing, shall have power to:

- (a) Invest and otherwise manage the University's funds;
 - (b) Incur, or authorize persons or bodies in the University to incur, expenditure from University funds, including any income accruing to any section of or body in the University;
 - (c) Control and regulate such expenditure by means of annual or other budgeting, by making allocations subject to any conditions it may determine, and by such other means as it may think fit;
 - (d) Prepare the annual accounts of the University for approval by the Council;
 - (e) Examine and report to Council on the financial implications of any proposed development of the work of the University; and
 - (f) Examine the effectiveness with which other resources are used and to make recommendations.
- (2) The Budget and Infrastructure Committee shall consist of:
- (a) a Chairperson to be selected by Council from among its members other than the Chairperson of the Council;
 - (b) the Vice-Chancellor;
 - (c) the Pro-Vice-Chancellor (Planning and Resources)
 - (d) the Chief of Facilities and Services;
 - (e) the Finance Director; and
 - (f) three other persons chosen by Council from among its members.
- (3) Four members of the Budget and Infrastructure Committee shall form a quorum.
- (4) The Budget and Infrastructure Committee shall select one of the Administrative

Managers to serve as its Secretary. He shall be the Secretary of only one Statutory Committee.

23. The Senate

- (1) The Senate is the supreme academic authority of the University responsible for promoting the academic work of the University, both in teaching and research. It is the awarding body of the University. It oversees the University's academic management, including curriculum and all aspects of academic quality and standards. Senate meetings concentrate on major issues of academic strategy, policy, priority and performance.
- (2) The Senate shall consist of:
 - (a) The Vice-Chancellor as Chairperson;
 - (b) The Pro-Vice-Chancellor (Academia) as Deputy Chairperson of Senate;
 - (c) The Deans of Faculties;
 - (d) The Registrar;
 - (e) The Chief Librarian;
 - (f) The Director of Quality Assurance;
 - (g) Eight Members of academic staff including at least 3 full professors elected by the academic staff of the University
 - (h) Three members from professional, commercial and industrial sectors nominated by the Senate; and
 - (i) One representative nominated by the Students' Union.
- (3) Half of the members of the Senate shall form a quorum.
- (4) Other members may attend in a consulting capacity as and when required.
- (5) Persons nominated to the Senate shall hold office for a period of two academic years commencing on the first day of August following their appointment or until such earlier date as the Senate may, in each case, determine.

- (6) Ex-officio members of the Senate shall remain members for as long only as they hold the respective offices by virtue of which they became members.
- (7) A member shall cease to be a member of Senate upon:
 - (a) the completion of his term of office;
 - (b) his resignation from the full-time academic staff or from membership of the Senate or on his being on leave without pay for a period exceeding six months; and
 - (c) failure to attend a meeting of the Senate for a period of six months from the date of his last attendance unless he has been excused by the Senate.
- (8) Persons nominated to the Senate shall be eligible for re-nomination for a second term of two academic years, but after re-nomination for a second term shall not be again eligible for nomination to the same office until after the expiration of one academic year from the end of such second term.
- (9) Nominated members of the Senate shall hold office for such periods and on such conditions as the Senate may, in each case, determine.
- (10) Notwithstanding anything contained in this Statute, no student representative shall participate in the deliberations of the Senate in any matter relating to:
 - (i) examinations
 - (ii) conditions of service of staff
 - (iii) discipline of staff
- (11) The Senate shall select one of the Administrative Managers to serve as its Secretary. The Secretary shall serve for a period of two years or such other period as may be determined by the Senate. He shall be the Secretary of only one Statutory Committee.

24. Powers and Functions of the Senate

Without prejudice to the generality of the powers of the Senate prescribed by the Act and the Statutes, the Senate shall have the following powers and functions to:

- (a) Draw up plans for the academic work of the University; to promote the coordination of academic work; to consider the broad balance of research programmes; examine the effectiveness with which academic resources are used; and to promote cooperation in teaching and research with other institutions of higher learning;
- (b) Determine the subjects of each Faculty or Unit of the University, to determine what schemes of instruction, study and research the University shall offer and to allocate every such scheme to one Faculty or Unit and at any time to change such allocation and to allocate each post on the academic staff of the University to one Faculty or Unit and at any time to change such allocation;
- (c) from time to time, review the academic organisation and development of the University, with special reference to the effectiveness of the University's work in relation to its object, to provide a University education responsive to the social, administrative, scientific, agricultural, technological and other needs of Mauritius and arising from such review, to report to the Council if it so wishes;
- (d) Control all matters relating to content and methods of teaching and of assessment, by examination or otherwise, for the award of degrees, diplomas and other academic distinctions;
- (e) Appoint, after consultation with the Boards of Faculties or Units concerned, and with such duties and under such conditions as the Senate may determine, one or more external examiners for award courses, and to control duties and appointment by Boards of Faculties or Units of internal examiners and, on good cause being shown, to terminate the appointment of any external or internal examiner;
- (f) Review, amend, refer back, or disallow any act of the Board of any Faculty or Unit in the University and to give guidance and direction to such body;

- (g) Determine dates of semesters;
- (h) Determine what formalities and conditions shall attach to the conferment of degrees, diplomas and other academic distinctions; to appoint if it so wishes, for such period and under such terms as it may in each case determine, a Public Orator to present Honorary Graduands at degree ceremonies; and to determine all matters relating to academic ceremonial, including academic dress;
- (i) On what it deems to be good cause not known previously, to deprive persons of any degrees, diplomas or other academic distinctions, or of any academic titles conferred upon or awarded to them;
- (j) Within available resources, institute, control, regulate, award and discontinue under terms and conditions determined by it but subject to any conditions acceptable to it that may be made by donors, Fellowships, Studentships, Scholarships, Exhibitions, Bursaries, Prizes and other such awards to students for the encouragement of study and research;
- (k) Determine general policy matters relating to Library facilities, teaching aids, workshops, and such other academic services which are in its view necessary to the furtherance of the objects of the University;
- (l) Determine and control the terms and conditions of research or other activities conducted in the University or carried out by members of staff of the University for which payments are made by outside bodies;
- (m) Determine the conditions under which and the extent, if any, to which periods and courses of study and examinations passed at other universities, places of learning and other institutions may be regarded as equivalent to periods and courses of study and examinations in the University;

- (n) Enter into relations, subject to the powers of the Council, with other bodies, whether academic or otherwise, for the furtherance of the objects of the University, with special regard to the advancement of education in Mauritius;
- (o) Subject to the Act and the Statutes, the Laws of Mauritius and to the concepts of natural justice, take disciplinary action as it thinks fit against any student who in the opinion of the Senate or of anybody or person authorised to act on its behalf in this respect, has contravened the Regulations or acted in a manner prejudicial to the furtherance of the objects of the University as laid down in the Act or to the maintenance of its efficiency or well-being as an academic community, such disciplinary action to include the following powers:
 - (i) exclusion for such periods and on such terms and conditions as the Senate or anybody or person authorized to act on its behalf in this respect shall determine from all or any part of the University or its property;
 - (ii) suspension from membership of the University; and
 - (iii) permanent expulsion from membership of the University.
- (p) Investigate and if necessary arbitrate upon any academic matter brought to the Senate, with due notice and in proper terms, by any member of the Senate; any such decision of the Senate shall be final;
- (q) Discuss and declare an opinion on any matter;
- (r) Make recommendations to the Budget and Infrastructure Committee of the Council on questions of academic priority;
- (s) Make recommendations to the Council on the setting up of new Faculties, or the merging, restyling, or closing down of existing Faculties and to also make recommendations for the establishment of additional academic posts or for any other new developments; and
- (t) Confer the title of Emeritus Professor, Honorary Professor or Lecturer, or such

academic title, and to appoint Personal Chairs, under such terms and conditions as it may determine.

25. Faculties

- (1) Each Faculty may comprise such departments and such units as the Faculty may from time to time set up administratively. The Faculty shall allocate such courses as may be deemed appropriate to the departments or units.
- (2) The Board of Faculty shall consist of:
 - (a) the Dean of Faculty as Chairperson;
 - (b) Heads of Departments and one nominated representative of academic staff of each department;
 - (c) such other members of full-time or part-time staff of the University as may be co-opted to membership of the Board of Faculty for such period as the Board may in each case determine; and
 - (d) one representative nominated by the Students' Union of the University who shall be a registered student with the Faculty concerned.
- (3) Subject to the Act, the Statutes, the Regulations, resolutions of the Senate and the guidance and directions of the Senate, the functions of the Board of each Faculty, without prejudice to its other functions prescribed by the Statutes and Regulations, shall be to:
 - (a) Determine all matters relating to teaching and research in the subjects of the Faculty including curricula and examinations;
 - (b) Determine all matters relating to the progress of students following schemes of instruction, study and research allocated to the Faculty;
 - (c) Recommend to the Senate, Regulation for schemes of instruction, study and

- research allocated to the Faculty;
 - (d) Recommend to the Senate, students for the award of degrees, diplomas and other academic distinctions in the subjects of the Faculty;
 - (e) Submit proposals to the Senate for academic developments;
 - (f) Put before the Senate any matter within the functions of the Senate for inclusion in the agenda of the next ordinary meeting of the Senate; and
 - (g) Deal with, and, if requested, report on any matter referred to it by the Senate.
- (4) Not less than half of the members of a Board shall form a quorum.
- (5) Notwithstanding anything contained in this Statute, no students' representative shall participate in the deliberations of the Board in any matter relating to:
- (a) examinations
 - (b) conditions of service of staff
 - (c) discipline of staff
- (6) The Board of Faculty shall select one of the Administrative Officers to serve as its Secretary. The Secretary shall serve for a period of two years or such other period as may be determined by the Board.

26. Advisory Committee

- (1) The Board of each Faculty may appoint one or more Advisory Committees in the subjects of the Faculty consisting of:
- (a) the Dean of Faculty as Chairperson;
 - (b) the Professors holding posts allocated to the Faculty;
 - (c) such members of the Faculties as are designated by the Board of Faculty; and
 - (d) not more than 12 persons not being members of the full-time academic staff of

the University with special interests in the subject of concern, to the Advisory Committee appointed on the nomination of the Vice-Chancellor and the Dean of Faculty jointly for such periods and on such conditions as the Board may, in each case determine.

- (2) Each Advisory Committee shall receive information and reports from the Deans of the Faculty on the teaching and research of the Faculty in the subjects that concern it and on proposed academic developments in those fields, and shall advise the Board on the relevance of the curricula to the national need, on matters concerning the employment and careers of past students of the University and in fields in which further teaching or research is needed.

27. Consultative Committee

- (1) The University shall appoint a Consultative Committee which shall ensure ongoing collaboration between the University and the private sector.
- (2) The Consultative Committee shall also be responsible for advising the University on
 - (a) the development of programmes of study and research, in line with the needs of the labour market;
 - (b) the relevance of the curricula of programmes of study to the labour market needs;
 - (c) effective quality assurance of the programmes of study; and
 - (d) placements, internships and research.
- (3) The members of the Consultative Committee will be nominated in equal numbers by the Council and the Senate from recognized persons in the fields relevant to its task.

28. Resignation, Retirement and Dismissal of Staff

It shall be open to the Council to terminate the appointment of any person in accordance with the Law.

29. Service of Notice and Documents

- (1) Any notice or document required by or for the purpose of the Act, the Statutes or the

Regulations to be given or sent to a member of the University or of a Committee of the University may be given or sent either personally or sending it by post to him at his last postal address of which the University has cognizance.

- (2) Where a notice or other document is sent by post, service thereof shall be deemed to have been properly effected by properly addressing and posting a letter containing the notice or other document, and shall be deemed to have been effected at the time at which the letter would be delivered in the ordinary course of post.

30. Statutory Committees

- (1) For the purposes of this Statute, the Statutory Committees are the Council, the Senate, the Boards of Faculty, the Budget and Infrastructure Committee, the Staff Committee and the Disciplinary Committee.
- (2) Every Statutory Committee except the Disciplinary Committee, shall hold an Ordinary meeting at least six times each year, on such date, time and place as shall be notified electronically or otherwise to the members at least ten days in advance;
- (3) Every Statutory Committee shall have a different Secretary, appointed or selected as the case may be by the respective Committee. The Secretary shall serve for a period of two years or for such other period as may be determined by the respective Committee.
- (4) All Council and Senate papers, except for examination results and highly personal reserved areas, may be consulted by any Member of the University at least one week prior to its Meeting.
- (5) Draft Minutes of Proceedings of Statutory Committees must be made available to their members and other officers concerned within a week of the meeting.
- (6) The approved Minutes of Proceedings of Statutory Committees must be circulated to all Members of the University within a week of the meeting where they are ratified.

- (7) Council and Senate Meetings will be open to Members of the University except for items under the reserved areas. Such observers will remain silent throughout, will act unobtrusively and follow the directions of the Chairperson at all times, and will not participate in any way in the deliberations.
- (8) A Special meeting of a Statutory Committee may be called by the Secretary of the respective committee for such date, and time and place and in such manner as may be determined:
 - (a) by its Chairperson;
 - (b) on requisition in writing to the Chairperson of the Committee, stating the purpose of the meeting, by a number of members of that Statutory Committee which represents its quorum; or
 - (c) at a meeting of the Committee.
- (9) No matter shall be considered at a Special meeting of a Statutory Committee other than that for which the meeting was called unless members of the Statutory Committee who are present unanimously decide otherwise.
- (10) The agenda for any meeting of a Statutory Committee except of the Boards of the Faculty shall be determined by the Chairperson of the Committee; the agenda for any meeting of the Board of a Faculty shall be determined by the Dean of the Faculty.
- (11) It shall be open to any member of a Statutory Committee to raise any matter he wishes for consideration at any Ordinary meeting of a Statutory Committee of which he is a member provided that in the view of the Chairperson or in the case of the Board of a Faculty the Dean of the Faculty, the matter comes within the functions of such Statutory Committee and that the matter is brought to the attention of the Chairperson or in the case of the Board of the faculty, the Dean of the Faculty at least one week before the date of the Ordinary meeting of the Statutory Committee at which the member wishes the matter to be raised.
- (12) Any member of a Statutory Committee may raise a matter under any other business (A.O.B) and such matter shall be decided upon by a unanimous decision of all members

present at the meeting. If the matter is not so resolved, it may be put on the agenda for the next meeting of the Statutory Committee.

- (13) The Secretary upon the request of the Chairperson shall be responsible for sending to the members of the Statutory Committee the agenda and all relevant documents for any meeting of the Statutory Committee at least seven days before the date of any such meeting; documents sent less than seven days before the meeting or tabled at the meeting, and any matters otherwise raised at the meeting shall only be considered if the members of the Statutory Committee who are present unanimously agree to do so.
- (14) Every Statutory Committee may appoint such Committees consisting wholly or partly of its own members, as it thinks fit, and any Committee so appointed may in the same manner appoint Sub-committees. Such Committees and their Sub-Committees will generally abide by the same rules as the parent Statutory Committees
- (15) Every Statutory Committee may delegate any of its functions to such of its Committees or such member of the University as it thinks fit, any Committee may delegate its functions to any of its Sub-committees or such member of the University as it thinks fit and any Sub-committee may delegate its functions to any member of the University as it thinks fit.
- (16) Every Statutory Committee shall review from time to time the work of the Committee it has appointed, and if a Committee is re-appointed shall, subject to the Statutes, review its terms of reference and membership.
- (17) A Member of the University who is not an ex-officio member shall not serve on any of the Statutory Committees or their sub-committees for more than 7 consecutive years.
- (18) The Minutes of Proceedings of all meetings of a Committee shall be put before the Statutory Committee which appointed that Committee; and for that purpose the Boards of the Faculties shall be regarded as committees of Senate.
- (19) In the absence of the quorum at any meeting of a Statutory Committee no other business other than the adjournment of the meeting shall be transacted.
- (20) In the absence of a person who is Chairperson by appointment or ex-officio, a Statutory

Committee, provided there is a quorum, and any of its Committees and Sub-committees provided at least half the members of the Committee or Sub-committees are present, shall elect a Chairperson for the meeting, who shall during that meeting or until the meeting is adjourned, exercise all the functions of the Chairperson. The decision of the Chairperson on all procedural matters shall be final.

- (21) In pursuance of paragraph (18) above, the Chairperson of a Committee shall present the Minutes of any meeting of that committee to the Statutory Committee appointing the Committee, or in his absence any other member of the Committee shall present the Minutes, but otherwise no member of the Committee, except for Council Meetings, shall participate in any discussion arising on such Minutes unless invited to do so by the person presenting the Minutes or by the Chairperson of the Statutory Committee concerned.
- (22) Whether specifically empowered to do so or not, the Chairperson of any of the Statutory Committee or of any of their Committees and Sub-committees shall have the power to take action on behalf of the Committee, of which he is the Chairperson, provided any such action is ratified at the next meeting, and in his absence, he may delegate such power to such other member of the Committee as he thinks fit. This provision however will not apply to Senate Chairperson as regards students' exams results.
- (23) Decisions at meetings of Statutory Committees and their Committees and Sub-committees shall, except where otherwise provided, be taken by a consensus of agreement, or where, in the opinion of the Chairperson, a vote needs to be taken, shall be determined by the majority of the members present and voting on the matter; the Chairperson will not vote. However, in the case of equality of votes, the Chairperson shall then have the power to exercise a casting vote.
- (24) The procedure and decisions of any of the Statutory Committees and their committees and Sub-committees shall not be invalidated by any vacancy in its number, nor by any defect in the election, appointment, or qualification of any of the members whether present or absent nor by any defect in the service or notices or document or by any other administrative defect.

- (25) A member of any of the Statutory Committees or of any of their Committees or Sub-committees, may, with the prior permission of the Chairperson of the Statutory Committee or of the Committee, nominate a person acceptable to the Chairperson to attend a meeting in his place, but any such person shall only participate in the proceedings of the Committee when invited to do so by the Chairperson and, if a vote is taken on any matter, shall exercise no vote.
- (26) The Chairperson of a meeting of any of the Statutory Committees or of any of their Committees or Sub-committees shall have the power to adjourn the meeting and to determine the date, time, place and means of calling the reconvened meeting.
- (27) Members of the Statutory Committees and of their Committees and Sub-committees, other than ex-officio members may resign from membership at any time by writing addressed to the Chairperson of the Committee.
- (28) Except where the Act or the Statutes provide otherwise, items of business of Statutory Committees and their Committees or Sub-committees may, at the discretion, in each case, of the Chairperson of every such committee, be conducted by sending written proposals to each member of every such committee. In each case a decision shall only be valid if all members of the Committee, having been given a reasonable time to reply, agree to the proposals sent to them.
- (29) Subject to the Statutes, every Statutory Committee and their Committees and Sub-committees may make such standing orders as they think fit.

31. Elections to Statutory Bodies

- (1)
 - (a) The elections to membership of any Statutory Body where provided for, shall be held at a date fixed by the Secretary of that Statutory Committee.
 - (b) The whole process of elections shall be conducted during term-time.
 - (c) All arrangements for the election to a Statutory body shall be the sole responsibility of the Secretary of that Statutory body or someone delegated by him. The Secretary shall act as the Returning Officer.

- (d) Any person elected to fill a vacancy on any Statutory Body shall serve for the unexpired term of the person who is replaced and shall be eligible for re-election.
- (2) The only persons entitled to be nominated and to vote in any Election to any Statutory Body shall be persons who are full-time members of the staff, or duly registered students, as indicated in the master copy kept in the Office of the Director of Human Resources and the Registrar's Office respectively.

Where a nomination is allocated to a particular Body or Faculty, the person so nominated shall hold a position allocated to that Body or Faculty.

- (3) Not less than three weeks before the date of an election to a Statutory Body, the Secretary thereof shall invite all persons entitled to vote in that election to submit nominations of persons entitled to stand for election. Nominations shall be in writing, shall be signed by not less than 2 electors and shall include a statement signed by the nominee that he is willing to stand. Nominations shall be in the hands of the Secretary not less than 2 weeks before the date of election.
- (4) If the number of valid nominations exceeds the number of vacancies, there shall be an election. Voting shall be by secret ballot. The ballot paper shall indicate the candidates' names in alphabetical order, the position held by each candidate and the Faculty to which that position is allocated.
- (5) Electors shall vote by placing the same number of crosses on the ballot papers as there are vacancies; ballot papers with more or less crosses shall be invalid. Election shall be by simple majority of votes cast. Votes shall be counted by the Returning Officer in the presence of the candidates and in the event of a tie, the Returning Officer shall decide by the lot between the candidates tying. The returning officer shall immediately declare all the results of the votes and the winner.
- (6) The election as a whole shall not be invalidated if an invitation to submit nominations or a ballot paper is inadvertently not sent to or not received by persons entitled to vote in the election.

- (7) Ballot boxes will be closed at 3 pm.

32. Honorary Degrees

When and as often as the Council wishes to award Honorary Degrees in pursuance of its powers under paragraph (1) (s) of Statute (21) of these Statutes, the following procedure shall be followed:

- (1) The Council shall appoint a Committee consisting of the Chairperson of the Council as Chairperson, the Vice-Chancellor and three members of the Council and three members of Senate, to propose a list of not more than 4 persons for the award of Honorary Degrees;
- (2) The Committee shall invite the Chancellor, all members of the Council and of the Senate to submit to the Vice-Chancellor in confidence proposals for the award of Honorary Degrees, and all such proposals shall be considered by the Committee. It shall be open to those so invited to seek suggestions from other members of the University;
- (3) In proposing the list of names the Committee shall consider the contribution those proposed have made to the economic, social, cultural, technological, scientific and agricultural development at national and international levels. Serving members of the Statutory Committees, members of staff in service and registered students of the University shall not be eligible for the award of Honorary Degrees;
- (4) The Council shall either accept the list or refer it back to the Committee, without discussion of the individual proposals;
- (5) No person shall be approached regarding his willingness to accept conferment of an Honorary Degree until the Council has approved the list and the approved list shall only be published when all the persons named in the list have signified their willingness to accept conferment of an Honorary Degree;

- (6) The Honorary Degree conferred shall be Doctor of Civil Law (D.C.L); Doctor of Letters (D. Litt) or Doctor of Science (D.Sc.); and
- (7) Honorary Degrees shall not be conferred in absentia.

33. Year and Semesters

- (1) An academic year shall begin on 1 August or on any other date in each year as the Council may decide, and shall normally consist of 2 Semesters, being the First Semester and the Second Semester.
- (2) A financial year shall begin on 1 January each year.

34. Accounts and Audit

- 1. The Council shall appoint a qualified auditor who shall, not less than once in each financial year, examine, audit and report on the accounts of the University.
- 2.
 - (a) The auditor so appointed shall have access at all reasonable times to all books and accounts of the University, all vouchers in support thereof and all books, papers and writings relating thereto in the University's possession.
 - (b) The auditor so appointed may require from all members of Council and all officers, agents and workers of the University such information and explanation as may be necessary for the purpose of the audit.
- 3. The University shall, not later than three months after the end of every financial year, prepare and submit to the auditor an annual statement of its income and expenditure and a balance sheet made up to the end of the financial year showing the assets and liabilities of the University.

4. The auditor shall report to the Chairperson of Council of the University whether:

- (a) he has obtained all the information and explanations which to the best of his knowledge and belief were necessary for the purpose of the audit;
- (b) in his opinion proper books of account have been kept by the University so far as appears from his examination of those books;
- (c) the balance sheet and the statement of the income and expenditure of the University are in agreement with the books of account;
- (d) in his opinion and to the best of his information and according to the explanations given to him, the accounts give a true and fair view of the income and expenditure of the University for the financial year and of the state of affairs of the University at the end of the financial year; and
- (e) in his opinion and, as far as could be ascertained from his examination of the accounts, any expenditure incurred is of an extravagant or wasteful nature judged by normal commercial practice and prudence.

35. Repeal

This Statute hereby repeals the previous Statutes dated 19 December 1996 and gazetted on 22 February 1997.

Made by the Council of the University of Mauritius after consultation with the Senate by special resolution on and gazetted on