

UNIVERSITY OF DAR ES SALAAM



**GUIDELINES ON COMPOSITION AND OPERATION OF CAMPUS
COLLEGE/SCHOOL/INSTITUTE BOARDS**

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GUIDELINES ON COMPOSITION AND OPERATION OF CAMPUS COLLEGE/SCHOOL/INSTITUTE BOARDS

1. BACKGROUND

An internal audit of several university units had revealed that college/school boards mostly discuss academic matters but do not or do not adequately discuss administrative and financial matters leading to many problems related to the two areas. It further observed that there are no guidelines to guide the composition and operation of the boards. In response to the query, the University Management promised to provide guidance on the functions and operation of these boards. This document therefore provides such guidance.

These guidelines are more of a collation of already approved/existing guides that address the observed and other shortcomings to form a comprehensive document.

2. A REVIEW OF RELEVANT PROVISIONS FOR THE BOARDS

2.1 The UDSM Charter

Part V, Clause 33(2) of UDSM Charter 2007 provides the following:

A campus college shall be answerable to the Senate and the Council in all matters concerning approval and validation of academic programmes, student admissions criteria, academic and senior administrative staff appointments (including their terms and conditions of service, discipline, retirement benefits).

Provided that the Senate and the Council may, as they deem fit, delegate any one or more of the powers exercisable under this rule to the Campus Academic Committee and the College Board of a campus college in accordance with the provisions of these Rules.

The charter therefore provides for academic and human resource issues as matters for the campus college boards. However, Senate and Council may delegate some of its functions to college boards.

2.2 TCU Guidelines

TCU Handbook of Standards and Guidelines for University Education in Tanzania (Third Edition, 2020) defines campus units as follows:

A *campus college* means a non-autonomous governance unit within the premises of or in close proximity to a university established by a legal instrument of a university.

A *campus school* means a non-autonomous governance unit within the premises of or in close proximity to a university established by a legal instrument of a university and such an institution may also be established in respect of an autonomous institute or centre.

A *campus institute* means a non-autonomous governance unit within the premises of or in close proximity to a university established by a legal instrument of a university.

A *directorate* means a non-autonomous governance unit within the premises of or in close proximity to a university established by a legal instrument of a university and such an institution may also be established in respect of an autonomous institute or centre.

A *department* means a non-autonomous governance unit within a college, school, faculty or directorate established by a legal instrument of a university and such an institution may also be established in respect of an autonomous institute or centre.

2.3 University Organisational Structure

The new UDSM Organisational Structure endorsed by the ministries responsible for education and for public service management (awaiting final Government approval) is as shown in Figure 1. The structure shows that the Office of the Deputy Vice Chancellor - Academic will comprise of seven (7) colleges, seven (7) schools, six (6) institutes and three (3) directorates.

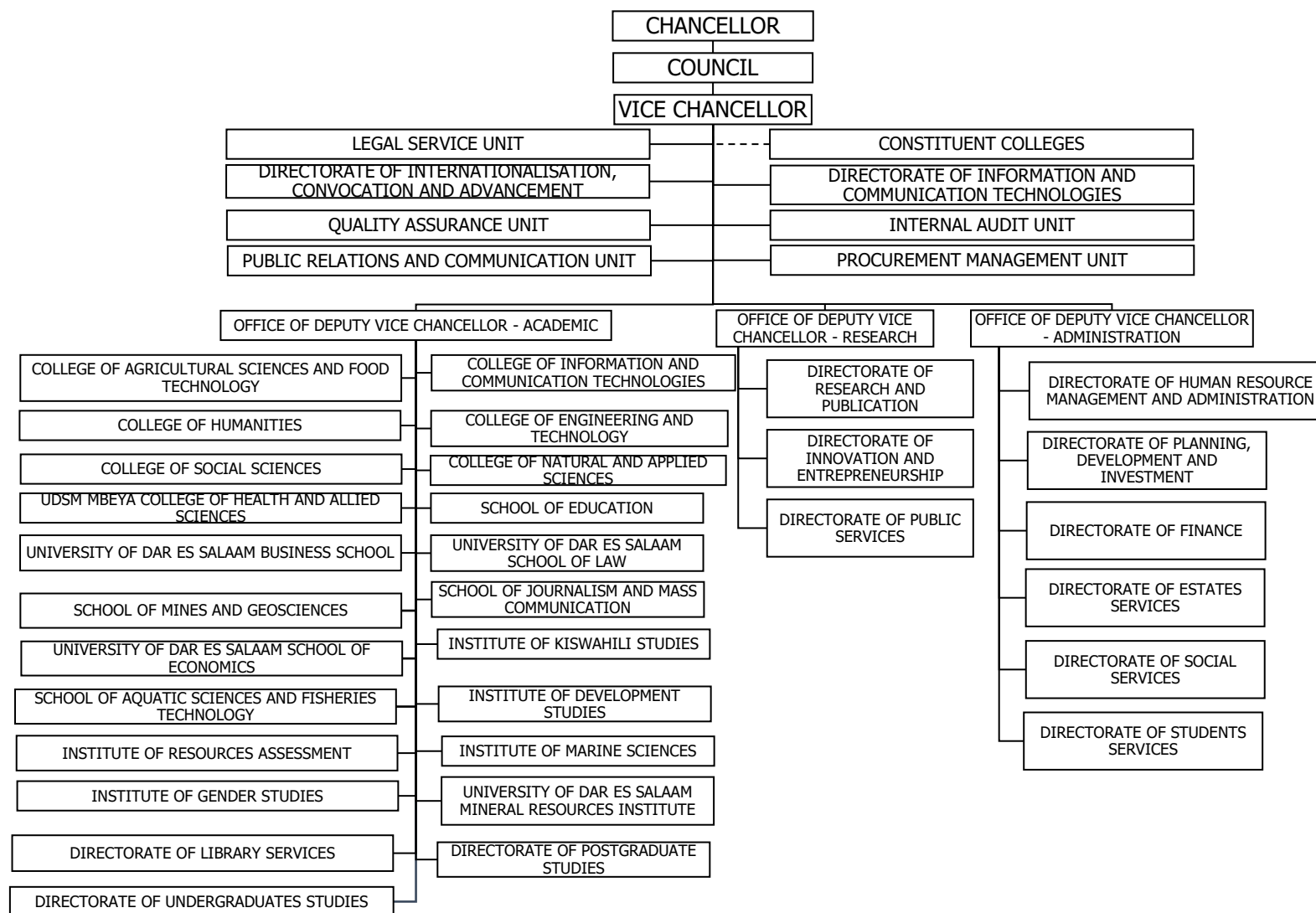


Figure 1: The Proposed Organisational Structure of the University of Dar es Salaam (2020)

2.3 University Participatory Organs

The basic participatory organs of the University have not changed much over the last few years. They range from the *Council* at the top through the Senate, the College/ School/Institute Boards to the Departmental Boards/Meetings. The structure recognises two (2) principal organs of governance at the university namely the *Council* and the *Senate*. The number of specific UDSM participatory organs and their membership has however changed over time depending on existing situation.

The current structure of participatory organs at the University is shown in Figure 2 where campus college/school/institute boards report to Senate.

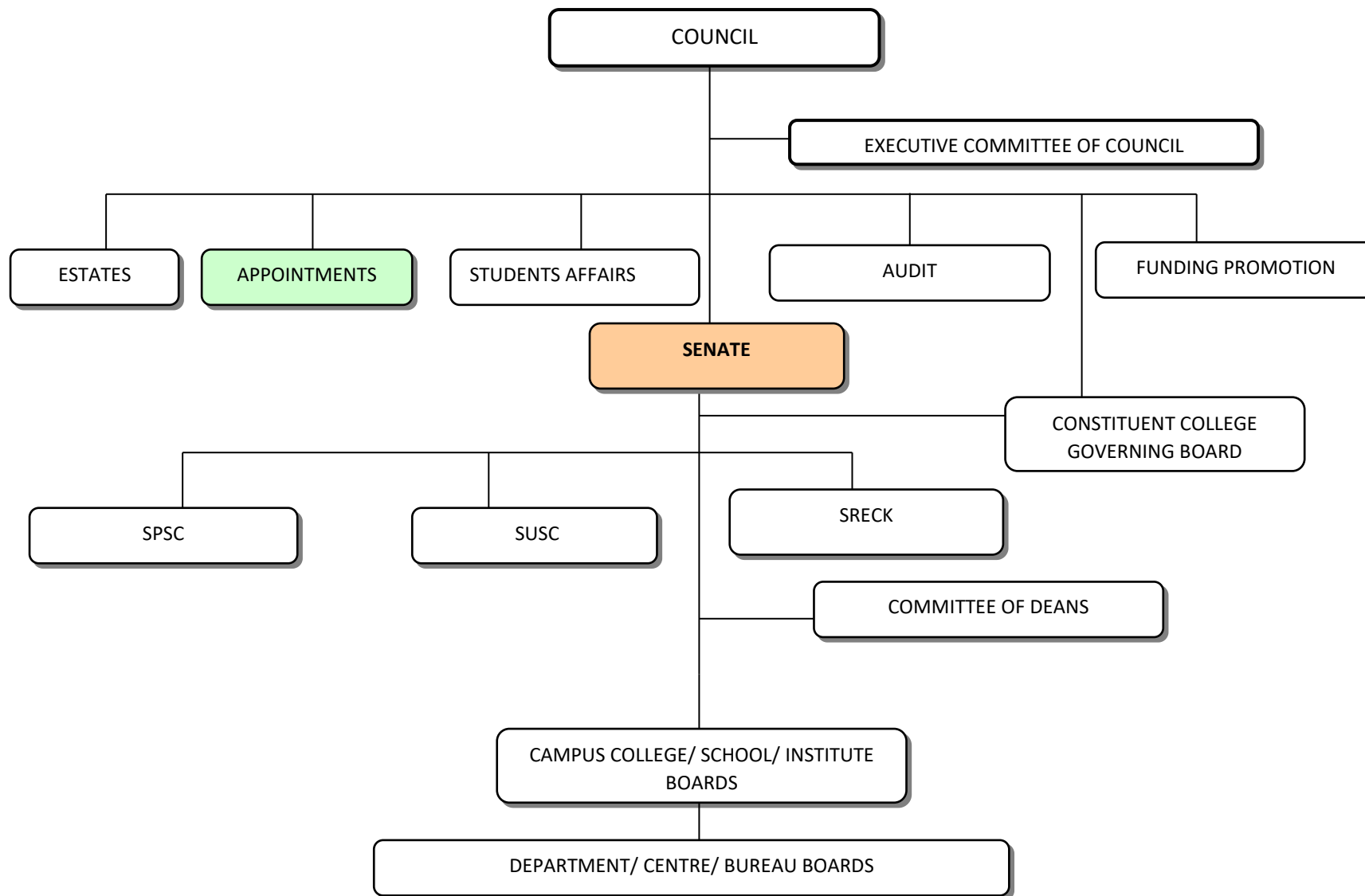


Figure 2: University Participatory Organs

3. COLLEGE/SCHOOL/INSTITUTE BOARDS COMPOSITION AND OPERATION

3.1 Background

As can be seen in section 2, the UDSM Charter does not provide the number of members to the Boards nor does it delineate how the Boards should be constituted. There is also no any guidance in the Charter as to what should be the issues on which boards' committees can be formed.

This guidance on composition and operation of college/school/institute boards is largely based on the proposed participatory organs in the UDSM Organisational Structure that was submitted and endorsed by the MoEST in March 2017 and also on what has been the practice at the University.

3.2 Composition

The College/School/Institute/Library Boards are the highest decision making organs at the respective colleges, schools, institutes and library respectively.

3.2.1 Membership

- (i) Membership to the College/School/Institute/Library Boards should not exceed fifteen (15).
- (ii) The composition of the College/School/Institute/Library Boards, **while observing gender**, shall be as follows:
 - (a) Principal/Dean/Director who shall be the chairperson
 - (b) Heads of academic departments
 - (c) Coordinators (to the extent numbers allow)*
 - (d) One or two stakeholders from regulatory authority, professional body or relevant field who is/are external to the university
 - (e) One member from within the university but external to the college/school/institute who can have valuable contribution (optional)
 - (f) An UDASA representative**
 - (g) A trade union representative**
 - (h) A students' (DARUSO) representative***
- (iii) An Administrative Officer shall serve as Secretary.

Notes on boards' composition:

- * Where there are many coordinators to fit in the 15-member board, priority shall be given to coordinators for undergraduate, postgraduate and research, and remaining ones as in-attendance. Where further reduction is necessary, they may alternate attending as member and in-attendance after every year.
- ** Where both cannot be accommodated in the 15-member board, units should decide whether UDASA or trade union should have membership because some units wish to give priority to UDASA since academics is the major focus of the board while some argue that trade union need representation because UDASA is

already represented by the presence of academic staff. A compromise could be to attend in alternating manner as member and in-attendance. In any case, each should be represented through at least in-attendance.

*** Since representation is of DARUSO, only one member is required. A postgraduate student may be invited in-attendance or the undergraduate and postgraduate representatives may attend in alternating manner as members and in-attendance.

- (iv) On rare occasions, and with exceptionally compelling reasons, the Vice Chancellor may increase the number of members to a particular College/School/Institute/Library Board beyond fifteen (15).

3.2.2 In-attendance participation

- (i) Because of the limitation in the membership of college/school/institute boards, other important staff may attend as in-attendance where there are matters that require their attendance.
- (ii) The following should receive priority and may attend every board meeting as in-attendance:
 - (a) Head of planning
 - (b) College/School/Institute accountant
- (iii) The following may attend board meetings as in-attendance as long as the limit set in (iv) below is not exceeded and there are matters requiring their attention:
 - (a) Procurement officer
 - (b) Excess coordinators, staff representative and students' representative
 - (c) Heads of other major units within College/School/Institute
 - (d) Member(s) from within the university but external to the college/school/institute who can have valuable contribution
- (iv) The number of those in-attendance should not exceed two-thirds of the number of members.

3.2.3 Tenure

Boards shall be appointed for a period of three years in line with the triennia of principals, deans and directors.

3.2.4 Quorum

The quorum for the Board meeting shall be 50% of the membership.

3.3 Committees

- (i) Organs feeding to the College/School/Institute Boards are: the College/School/Institute Management Committee, Departmental Boards/Meetings, Undergraduate Studies Committee, Postgraduate Studies

and Research Committee, Human Resources Committee¹, and Consultancy Bureaux Boards.

- (ii) Other committees may be formed by the college/school/institute depending on need and may include those mandated by University Management through circulars.
- (iii) Formation of committees may not necessarily follow the ones mentioned in (i) above if intended matters can be discussed otherwise and be properly channelled to the board. For example, units may decide to combine the undergraduate, postgraduate and research committees into academic committees.

3.4 Matters for Discussion

- (i) The following are the matters that shall be discussed at College/School/Institute Boards:
 - (a) Academic and Research matters; including admission, registration, teaching, examinations, curricula, quality assurance, research, innovation and public service. **Academic matters constitute the core function of the Board.**
 - (b) Human Resource matters; including staff recruitment, development, appraisal and promotion, succession plans, staff leave (incl. sabbatical), etc.
 - (c) Planning and Finance matters; including strategic plan and its implementation, infrastructure/ environment/ facilities planning, budget and its implementation, resource mobilisation, quarterly statements of income and expenditure, procurement, audit issues, etc. depending on presence of such issues for discussion at the time.
 - (d) Safety and Security matters.
- (ii) Matters that do not have a dedicated committee shall be presented to the Board through the Management Committee or Departmental Boards/Meetings.

3.5 Reporting Matters from the Board

Table 1 below provides guidance on how matters that are discussed at College/School/Institute Boards are reported to higher participatory organs.

¹ Guidelines for Assessment of Academic Staff provides for the Departmental Staff Review Committee composed of senior staff to go through the staff assessment from assessors and submit its recommendations to the College/School/Institute Staff Review Committee. The role of the College Human Resources Committee may be delegated to the College Staff Review Committee during such appraisal which takes place once in a year. Alternatively, if the College Human Resources Committee is properly convened, it may convene as the Staff Review Committee during such times.

Table 1: Reporting of Boards' Matters to University Level Organs

S/N	Nature of Matters	To be Reported to
1.	Academic	Senate through Directorate of Undergraduate/ Postgraduate Studies
2.	Research and Innovation	Senate through Directorate of Research/ Innovation and Entrepreneurship
3.	Public Service	Senate and Planning, Finance and Investment Committee through Directorate of Public Service and Directorate of Planning, Development and Investment respectively
4.	Human Resource	Appointment Committee through Directorate of Human Resources and Administration
5.	Planning, Finance, Investment and Procurement	Planning, Finance and Investment Committee through Directorate of Planning, Development and Investment/ Finance
6.	Safety and Security	University Security Committee through Directorate of Social Services