



VICTORIA  
UNIVERSITY

Kampala Uganda

## UNIVERSITY COUNCIL CHARTER

May, 2018

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### **Definition of terms**

"Council" means the University Council of Victoria University.

"Committee" means a committee of the University Council

"Committee Members" mean members of any Committee.

"Meeting" means a meeting of the University Council or its Committee, as applicable.

"Policy" means this Confidentiality Policy.

"University" means the Victoria University.

## **1.0 Introduction**

There shall be a University Council hereinafter called the 'Council' which, subject to the provisions of this Charter, shall be the highest governing body of the University. The University Council shall have a seal which shall be kept in the custody of the Secretary of council and shall only be used upon the resolution of council or as may be authorized by statutes.

## **2.0 University Council**

Council is the highest governing body of the University and oversees all strategic matters and setting the direction of the University and is responsible for achieving strategic objectives of the University.

## **3.0 Purpose**

The purpose of this Charter is to document the objectives, responsibilities and management of the Council to reflect its legal and other obligations as the governing body of the University.

## **4.0 Authority**

4.1 The Council's powers, authorities, duties and responsibilities as the University's governing body are derived from the University and Other Tertiary Institutions Act 2006 as amended.

4.2 Council is responsible for:

- i. Setting a Vision for the University
- ii. Setting the Mission for the University
- iii. The strategic direction, general oversight and performance of the University and the attainment of its objectives.
- iv. Setting and approving all the University and academics related policies
- v. Setting objectives
- vi. Securing of resources
- vii. The appointment of staff
- viii. Monitoring of progress to reach the objectives
- ix. The financial health of the University.

4.3 The Council shall assure that the strategic plan is supported by a financial investment and execution strategy. The financing arrangements shall be discussed with the Director.

4.4 Council shall satisfy itself that the systems, procedure and processes are in place with adequate staff to effectively run the business of the University.

4.5 Council shall practice good corporate governance at all times.

## **5.0 Organogram of the University**

There shall be an organogram approved by the council from time to time.

## **6.0 Compliance**

6.1 The Council shall at all times comply with the requirements which establish the legal and regulatory basis for governing and managing the University. These include:

- i. The University and Other Tertiary Institutions Act 2006 Amended;
- ii. The Constitution of Republic of Uganda;
- iii. Any other act by the National Council for Higher Education (NCHE) or the Government of Uganda;
- iv. Any other relevant legislation.

## **7.0 Council composition**

7.1 The composition of the Council includes ex officio, elected and appointed members, with a majority of independent persons who are not employees or students of the University.

The membership comprises:

- i. The Vice-Chancellor;
- ii. The University Secretary *ex officio*;
- iii. The Student Guild President of the University;
- iv. A representative of full time academic staff;
- v. One member of staff elected by the members of staff;
- vi. At least five (5) independent persons appointed by the Directors;
- vii. The Directors s will appoint the Chairperson and Vice Chairperson of council out of the five (5) independent persons appointed;

viii. If the Council so determines, one person co-opted and appointed by the Council on approval of the Directors.

7.2 The term of University Council shall be of 3 years whose individual members' term may be renewable.



## **8.0 Roles and Responsibilities of the Chancellor**

- a. There shall be a Chancellor appointed by the Director.
- b. The Chancellor shall hold office for a period of three years but shall be eligible for re-appointment for more term(s).
- c. The Chancellor shall be the titular head of the University and as such shall preside at all ceremonial assemblies of the University and, in the name of the University, confer degrees and other academic titles and distinctions of the University.
- d. The Chancellor shall also be the visitor and, at any time, cause a visitation of the University to be conducted by a person or persons and for the purposes specified in the directive.
- e. The Chancellor will ensure that there is a procedure for the review of the performance of Council every year.
- f. The Chancellor's role includes the following responsibilities:
  - i. To ensure the effective operation of the Council and in accordance with good corporate governance;
  - ii. To work closely with the Chairperson of University Council and Vice-Chancellor to achieve the objectives of the University.

## **9.0 Roles and Responsibilities of the University Council Chairperson**

- a) The Directors shall appoint a Chairperson from among the independent members of the Council who are not members of staff or students of the University.
- b) The Chairperson shall hold office for a period of three years and shall be eligible for reappointment.
- c) The Chairperson of the University Council in consultation with the Vice - Chancellor shall keep the Chancellor and Directors fully informed about the general conduct of the affairs of the University and shall furnish them with such information as they require.
- d) The Council Chairperson shall be the spokesperson of the University Council.
- e) The Chairperson shall:
  - i. Ensure that the proceedings of council are conducted in the manner that is as open as possible;

- ii. Ensure that All members of council, when taking office, are fully briefed on the terms of their appointment and made aware of the responsibilities based on them for the proper governance of the University;
- iii. Ensure that meetings are held as provided for this Charter;
- iv. Ensure that opportunities of further development of all members of council are provided regularly in accordance with their individual needs;
- v. Oversee Council orientation and ongoing Council development, including formalizing the description of criteria for Council membership.

#### **9.1 Roles and Responsibilities of the University Council Vice-Chairperson**

- a) The Directors shall appoint a Vice-chairperson from among the independent members of the Council who are not members of staff or students of the University.
- b) The Vice-chairperson shall hold office for a period of three years and shall be eligible for reappointment.
- c) Whenever the office of Chairperson is vacant or the Chairperson is absent for any cause the Vice-Chairperson shall discharge the functions of the Chairperson.
- d) In the absence of both the Chairperson and Vice-Chairperson such independent member elected by the University Council, not being an employee or student, shall discharge the functions of the Chairperson.

#### **9.2 Roles and Responsibilities of the Vice-Chancellor**

- a) The Vice Chancellor shall be appointed on three-year contract by the Chancellor on recommendation from Council, and shall be eligible for reappointment.
- b) The Vice-Chancellor shall be responsible for the academic, administrative and financial affairs of the University; and in the absence of the Chancellor, preside at ceremonial assemblies of the University and confer degrees and other academic titles and distinctions of the University.
- c) The accounting officer of the University.
- d) The roles and responsibilities as in the Human Resource Manual.

- a) There shall be a University Secretary who shall be appointed in accordance to the Human Resource Manual.
- b) The University Secretary shall be responsible for the general administration of the University, including administration of its assets.
- c) The University Secretary shall be:
  - i. The Secretary to the University Council; and
  - ii. The University Secretary shall be responsible to the Vice-Chancellor.


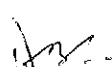
#### **10.0 Appointment and removal of Council members**

##### **10.1 Appointment of Independent Council members**

- a) The Directors will identify potential council members through headhunting. The Directors will appoint them and notify the National Council for Higher Education (NCHE) to ensure that the NCHE has no objection.
- b) An Independent council member:
  - i. May possess a Bachelor's degree from a recognized university or recognized professional qualification *or*  
May have entrepreneurship skills or may be a businessman
  - ii. Should demonstrate interest in higher education to give positive impact on society, enabling people grow socially, financially and holistically *and*
  - iii. Should be of high calibre and have rendered a distinguished service in educational/ professional/ commercial/ industrial/ scientific/ administrative/ business/ social spheres for at least 10 years in a senior capacity *and/or*
  - iv. Should hold high ethics and integrity.
  - v. Besides, due attention should be paid to ensure inclusion of members from administrative, financial/accounting and legal professions as far as possible.

##### **10.2 Removal of an appointed or elected member from office for:**

- i. Mental or physical incapacity
- ii. Not attending three consecutive council meetings without a good cause;
- iii. Conviction of an indictable offence;
- iv. Being unable to bring necessary and relevant contribution;



- v. Serious misconduct, which includes non-compliance with duties imposed under the Companies Act to exercise care and diligence etc., to act in good faith etc., and with respect to conflict of interest;
- vi. Breaking the law and being convicted in a competent court except traffic offences;
- vii. If the objective or vision of Directors changes and the member doesn't fit to the new objective or vision;
- viii. The basis of removal will be as per the terms in individual contract.

## **11.0 Remuneration**

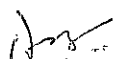
- a) The sitting allowance/ remuneration will be paid to the Student Guild President and the independent Council members who are not full-time staff of the University.
- b) The sitting allowance/ remuneration for the individual members will be set by the Directors and will be uniform.

## **12.0 Meetings of the Council**

- a) The council will conduct its meetings at least once in every quarter. However, the Council Chairman can request for special Council meeting as and when need arises.
- b) There should be at least one third members present in order to complete quorum. The Chairman will set the dates of the meetings in a year advance and the agenda with documents at least two weeks of the meetings. University Secretary will circulate the agenda, minutes of meetings and other information on behalf of University Council.
- c) The quorum shall be at least one half of the total members with at least three of Independent members of Council, plus the Vice Chancellor.

### **12.1 Quorum Rules**

There shall be a quorum when at least one half of the Members of the Council are present at a Meeting, of whom a majority shall be lay members. In the absence of a quorum no business shall be transacted other than the adjournment of the Meeting. At the adjourned Meeting, the business for which the original Meeting was called may be completed in the absence of a quorum. The manner of summoning the adjourned Meeting and the period of notice to be given shall be prescribed by the Council by Regulation.




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### **13.0 Powers and Functions of Council**

- a) The Council shall exercise corporate powers to achieve the University vision and mission, subject to the laws of Uganda.
- b) In addition to the functions of the Council shall also take care of:
  - i. The provision of educational facilities at university standards for persons who, being eligible to enrol, seek the benefits of such facilities; and
  - ii. The establishment of such facilities as the University thinks desirable for providing courses of study, whether within the University or elsewhere, for evening students or distance learning students, giving instruction to and the examination of external students, and providing courses of study or instruction at such levels of attainment as the Council thinks appropriate to meet the special requirements of industry, commerce or any other section of the community; and
  - iii. Generally the dissemination of knowledge.
- c) The council may delegate some of its powers to the Vice Chancellor.

### **14.0 Primary Responsibilities of Council**

- a. The primary responsibilities of Council are to:
  - i. Develop the strategic plan of the University
  - ii. Approve the annual work-plan, operational and financial plans;
  - iii. Set key performance indicators of top management;
  - iv. Appoint the Vice-Chancellor and other office bearers of the University and monitor their performance;
  - v. To monitoring the performance of the top-management of the University;
  - vi. To ensure that the management is fully compliant and adhered to all the standards;
  - vii. Ensure that all systems are set, followed and audited;
  - viii. Establish appropriate policy and procedural principles, consistent with legal requirements and community expectations;
  - ix. Approve and monitor systems of control and accountability, including general overview of any entities controlled by the University in line with the Directors

- x. Oversee and monitor the assessment and management of risk across the University, including commercial undertakings;
- xi. Oversee, monitor and supervise all the management and administrative activities related to the University;
- xii. Ensure that the financial and operational controls are put in place and adhered to;
- xiii. Ensure financial stability of the University;
- xiv. To make and approve policies;
- xv. Ensure that systems are put in place to ensure that all the University legal obligations, including those arising from contracts and other legal commitments are made in the University name;
- xvi. To ensure that the University is profitable;
- xvii. To act as the brand ambassador of the University;
- xviii. Directly report to the Directors quarterly.
  - b. The Council shall, in exercising its responsibilities, endeavour to advance the interests of the University.
  - c. The Council shall safeguard the reputation and values of the University.

#### 15.0 Responsibilities of Council members

- a. Each Council member has an overarching duty to act reasonably to ensure that the Council carries out its functions and exercises its powers appropriately, effectively and efficiently.
- b. Each Council member based on his/ her background, experience and capabilities as recognized by Directors has to participate in Council's committees.
- c. When acting in their capacity as a Council member, Council members shall:
  - i. Act in good faith, honestly and for proper purposes consistent with the objects and interests of the University; and
  - ii. Exercise reasonable skill, appropriate care and diligence; and
  - iii. In the performance of their duties, the council members shall declare all conflicts of interest on any matter that is discussed by the Council;
- d. The council members should follow the seven principles of public life-
  - i. **Selflessness** – Council members should take decisions solely in terms of the University interest. They should not do so in order to gain financial or other

material benefits for themselves, their families or their friends, or their particular area of responsibility.

- ii. **Integrity** – Council members should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.
- iii. **Objectivity** – In carrying out University business, including making University appointments, awarding contracts or recommending individuals for rewards and benefits, Council members should make decisions objectively.
- iv. **Accountability** – Council members are accountable for their decisions and actions to the University and shall submit themselves to whatever scrutiny is appropriate to their office.
- v. **Openness** – Council members should be as open as possible about all the decisions and actions that they take. They should give reasons for their decision and restrict information only when the wider University interest clearly demands.
- vi. **Honesty** – Council members have a duty to declare any private interests relating to their University duties and to take steps to resolve any conflicts arising in a way that protects the University interest.
- vii. **Leadership** – Council members should promote and support these principles by leadership. Their communication should be excellent.

- e. A Council member shall not make improper use of his or her position as a Council member, or of information acquired because of his or her position as a member, to gain, directly or indirectly, an advantage for the member or for another person.

## 16.0 Confidential Matters

- a) Normally, Chairs of Committees will report activities of their Committee during a regular Meeting of the Council during an open or closed session as appropriate.
- b) All matters that are the subject of any closed portion of any Meeting are confidential until disclosed in an open Meeting of the Council.

- c) All matters that are before a Committee are confidential unless they have been determined not to be confidential by the Chair of the relevant Committee following consultation with the Council Chair and University Chancellor. All matters that are presented to the Council in confidence remain confidential unless they have been determined not to be by the Council Chair. The overall purpose and objectives of this Charter will serve as points of reference in making such judgements. In all cases, the University's obligations under access and protection of personal privacy legislation will be satisfied.
- d) No audio or visual, or audio and visual record or transmittal by any person of a closed portion of any Meeting is permitted without prior approval by the Chair of the relevant Meeting.
- e) The University will provide information about its operations as may reasonably be requested by Council members. Requests should be made to the Vice-Chancellor either directly or via the University Secretary. The Vice-Chancellor will ensure that information provided is current, complete and clearly explained, e.g. the basis for any calculations will be set out. Responses will be provided within fifteen working days unless there are complicating circumstances, e.g. information shall be retrieved from archives or benchmarked against other organisations. Unless otherwise agreed with the member, the Council Secretary will circulate the Vice-Chancellor's response to any request to all members of the Council. This will ensure that all members are able to consider the same information.
- f) Outside of Council meetings, Council members are expected to support the letter and spirit of Council resolutions.
- g) The council will oversee and review management of the University and its performance quarterly.
- h) Everything the council instructs to the management should be in writing;
- i) The council will monitor and ensure the performance and effectiveness of the University against approved strategic plans and Key Performance Indicators (KPI).
- j) The council will ensure that the dates and deadlines are being met.
- k) The council will ensure proper books of accounts are kept.



- l) The council will ensure that operation and management systems including but not limited to overall governance, management structures, risk management, internal financial management etc. are in place.
- m) The council will ensure that the calibre and quality of education is excellent.
- n) The council will ensure that the students are market ready and have values of University and all required skills including but not limited to entrepreneurship, business skills, management skills etc.
- o) The council will ensure that the University should become profitable.

#### **17.0 Power to make Statutes, Regulations and By-laws**

- a) Council shall make, alter and repeal statutes and regulations in respect of a broad range of purposes relating to the organisation and management of the University.
- b) All statutes/ regulations/ by-laws may be drafted by any member or a consultant as per the need. They shall be passed in concerned committees/ senate, approved by the council.
- c) Council shall make by-laws for a wide range of purposes.

#### **18.0 Delegation**

The Council may delegate some of its authority to the Council committees and management as it deems fit.

#### **19.0 Annual Report**

The Council shall present their Annual report to the Director by the 20<sup>th</sup> January of the following year. The report shall include the following but not limited to:

- i. Governance
- ii. Recordkeeping and management
- iii. Key strategic projects
- iv. Performance and notable achievements of the top management
- v. Performance and notable achievements of the students
- vi. Performance and notable achievements of the University
- vii. Audited accounts of the University.

## 20.0 Rights of council members

Council members' rights include:

- a) initial induction pack and briefing sessions from University officers followed by ongoing appropriate professional development;
- b) prompt and direct access to information about the University's business and to University members to directly answer questions;
- c) the right to place items of business before Council in accordance with Council's established procedures;
- d) the right to receive reimbursement of legitimate expenses incurred in the role of Council member.

## 21.1 Council Committees

- a) Council shall establish a number of standing Committees, which will contribute to the effective governance of the University by considering specific matters assigned to them and making appropriate recommendations to council. The Standing Committees of Council shall be:
  - i. Finance, Planning and Development Committee
  - ii. Audit and Risk Committee
  - iii. Appointments, Administrative, and Staff Welfare Committee
  - iv. Marketing, Student Recruitment and Public Relations Committee
  - v. Quality Assurance Committee
  - vi. Senate
- b) Council approves a charter or terms of reference for each committee, which set out the committee's responsibilities, composition, quorum, meeting frequency and any powers delegated to the Committee by Council.
- c) In order to fulfil this responsibility, the composition of the committees shall be as follows:

## **21.2 Finance, Planning and Development Committee:**

### **21.2.1 Roles of the Finance, Planning and Development Committee:**

- i. Monitoring the University's financial status and relating it to the University's financial sustainability issues.
- ii. Monitoring and advising the University Council on policy, strategy and resource issues relating to the University (physical, technological and human).
- iii. To ensure that in the procurement of goods and services, the University gets value for money.

### **21.2.2 Responsibilities of the Finance, Planning and Development Committee:**

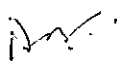
- i. To schedule the meetings yearly in advance.
- ii. Considering the University Strategic Plan and recommend its approval to University Council.
- iii. Ensuring the alignment of all strategic documents and institutional plans with the approved Strategic Plan, and to recommend them to University Council.
- iv. Evaluating progress in achieving the objectives of the institutional Strategic Plan and the objectives and targets set in underpinning planning and strategy documents.
- v. Scrutinising new or revised Finance, Planning and Procurement related policies and recommend them to the University Council for consideration.
- vi. Reviewing annual work plans and recommending to the council.
- vii. Reviewing annual University budget and recommending them to the University Council for consideration.
- viii. Advising the University Council on the overall financial position and resource horizon in relation to agreed strategic objectives.
- ix. Monitoring and reviewing financial performance quarterly in the wider context of University strategy and the approved annual budget, and to review the quarterly outturn and performance.

- x. Reviewing the effectiveness of the financial and other internal control systems.
- xi. The oversight of, and the making of recommendations to Council on, the institutional financial arrangements between the University and any other party in relation to the provision of teaching, research, administration and services;
- xii. The consideration of quarterly reports on the progress of the University's fundraising for capital and recurrent purposes;
- xiii. The consideration of the use of any non-capital resources which are not delegated or allocated to the academic divisions, services, or other bodies, and recommending to Council major new initiatives regarding such use;
- xiv. Study and implement audit recommendations.
- xv. Approval of expenditure on capital projects within the rolling capital programme and of associated space allocations which do not require the approval of Council; and
- xvi. To develop and review procurement and disposal policy of the University.
- xvii. To monitor that the policies are followed in the procurement process.

#### **21.3.3 Composition Finance, Planning and Development Committee:**

- i. Chairperson
- ii. Vice-Chairperson
- iii. Chairperson University Council
- iv. Vice Chancellor
- v. University Secretary (ex officio Member)
- vi. Bursar (ex officio member)

The committee will meet quarterly. However, the Chairperson University Council may also request for extra-ordinary meeting as and when the need arises. The Chairperson of the Committee will schedule the date and set the agenda in advance. The Committee may also interact electronically, to transact business.



## **21.4 Audit and Risk Committee**

### **21.4.1 Roles of the Audit and Risk Committee**

- i. To provide independent assurance to assist Council in fulfilling Council's responsibilities for ensuring the adequacy and effectiveness of the University's arrangements for risk management; control; governance; economy, efficiency and effectiveness (value for money).
- ii. Set and review the risk profile of the University.

### **21.4.2 Responsibilities of the Audit and Risk Committee**

- i. To schedule the meetings and agenda yearly in advance;
- ii. To review and approve an annual audit plan;
- iii. To place on the agenda of Council for discussion any matter which the committee deems it appropriate and necessary for Council to consider. The minute of any matter discussed by Council in this way shall be reported to the committee;
- iv. The development and implementation of strategy, policy and guidance to promote and embed within the University's processes and culture greater economy and effectiveness, collectively known as "value for money" (VfM);
- v. Ensuring that any financial irregularity or impropriety is investigated promptly and that a proper system of internal audit is in operation. In this latter regard it will review the scope and effectiveness of internal audit's work and monitor it including planning and operation of the work and the results of the internal audit's annual report.
- vi. Considering before submission to the University Council the annual report of the internal auditor.
- vii. Review the external auditor's report, their reporting timetable and the outcome of their findings.
- viii. Advising the University Council on the criteria for the selection, appointment and remuneration of external and internal auditors.
- ix. Monitoring the management of key strategic risks and the Register of Strategic Risks and to ensure that appropriate processes for the

identification and management of strategic risks are in place and controls are working effectively.

- x. Annually reviewing the University's approach to risk management and report to Council on the effectiveness of risk management processes as appropriate.
- xi. In respect of the University's external audit arrangements:
  - a. consider and recommend to Council annually the appointment of the external auditors, the audit fee, the provision of non-audit services by the external auditors and any questions of resignation or dismissal of the external auditors;
  - b. monitor annually the performance and effectiveness of external auditors, including any matters affecting their independence and objectivity, and make recommendations to Council concerning their reappointment, where appropriate;
  - c. agree with the external auditors, before the audit begins, the nature and scope of the audit;
  - d. discuss with the external auditors problems and reservations arising from the interim and final audits, including a review of the management letter incorporating management responses;
- xii. In respect of the University's internal audit arrangements:
  - a. consider and decide on the appointment and terms of engagement of the internal audit;
  - b. monitor annually the performance and effectiveness of internal auditors, including any matters affecting their independence and objectivity;
  - c. review the internal auditors' audit risk assessment, strategy and audit plan;
  - d. consider major findings of internal audit investigations and the management responses;
  - e. ensure that the resources made available for internal audit are sufficient to meet the institution's needs;
- xiii. In respect of the University's external and internal audit arrangements:
  - a. undertake audit reviews, including project reviews, at the request of Council;

- b. monitor the implementation of agreed audit recommendations;
  - c. discuss within the committee any matters the external or internal auditors wish to raise, in the absence of University top management where necessary;
  - d. satisfy itself that, where non-audit services are provided by the external or internal auditors at the request of the University, the independence and objectivity of the external or internal audit service (as appropriate) has not been affected by the extent or nature of that additional work;
  - e. promote co-ordination between the internal and external auditors;
- xiv. In the presence of the external auditors, review, and report to Council on, the draft annual financial statements from an audit perspective, including the external audit opinion, the statement of members' responsibilities, the statement of internal control and risk management, and any relevant issue raised in the external auditors' management letter;
- xv. Seek assurance from the faculties:
  - a. as to the proper use and control of the funds; and
  - b. that appropriate arrangements are in place concerning the delivery of value for money in relation to those funds; and report annually on these matters to Council;
- xvi. Ensure that all significant losses have been properly investigated and that the internal and external auditors;
- xvii. Receive any relevant reports from NCHE, URA and other related organisations.
- xviii. Each year, at the same meeting at which Council is asked to approve the University's financial statements, the committee shall report to Council on its activity over the relevant financial year.
- xix. When producing its annual report, the committee shall consider, inter alia:
  - a. the external auditors' annual report and management letter;
  - b. the internal auditors' annual report;
  - c. work done in relation to value for money; and
  - d. any relevant evaluations carried out.

- xx. The report shall be based on information presented to the committee.
- xxi. In addition to drawing attention to significant issues that have arisen out of the committee's work over the year in question, the report shall include the committee's opinion on the adequacy and effectiveness of the University's arrangements for:
  - a. risk management, to include the accuracy of the statement of internal control and risk management included with the annual statement of accounts;
  - b. control;
  - c. governance;
  - d. value for money; and
  - e. the management and quality assurance of data submitted to NCHE, URA and other relevant bodies.
- xxii. The committee's annual report is additional to any other reports the committee considers it appropriate to submit to Council during the year.

#### **21.4.3 Composition of Audit and Risk Committee**

- i. Chairperson
- ii. Vice-Chairperson
- iii. Chairperson University Council
- iv. Bursar (ex officio Member)

The meeting of the committee will be quarterly. However, the Chairperson University Council may also request for extra-ordinary meeting as and when the need arises. The Chairperson of the Committee will schedule the date and set the agenda in advance. The Committee may also interact electronically, to transact business.



## **21.5 Appointments, Administrative and Staff Welfare Committee**

### **21.5.1 Roles of the Appointments, Administrative and Staff Welfare Committee**

- i. Monitoring and reviewing the implementation of staffing plans in academic units and administrative/support units in accordance with the University HR manual and national laws.
- ii. The committee shall review and recommend to council to amend, and repeal regulations concerning any matters related to appointments and staff welfare.

### **21.5.2 Responsibilities of the Appointments, Administrative and Staff Welfare Committee**

- i. To schedule the meetings yearly in advance.
- ii. Reviewing the staffing implications of the strategic plans of academic units and administrative/support units, in accordance with policy and criteria approved by Council.
- iii. Being responsible for the implementation and monitoring of those aspects of the University's Strategic Plan which relate to the Administrative, Appointments and Staff Welfare Committee's remit;
- iv. Reviewing, co-ordinating and agreeing any amendments in staffing plans from heads of academic units and heads of administrative/support units.
- v. Receiving and noting nominations for the appointment of visiting academic professorial staff and to report its decisions to the University Council.
- vi. Reviewing recruitment and selection procedures to ensure that University policy and practice is consistent with best practice and procedures.
- vii. Develop and review policies in regard to pay and conditions of employment, organisational structures and promotion procedures, in relation to all categories of staff.
- viii. Reviewing and developing policies, procedures and regulations affecting employees of the University for approval by Council.

### **21.5.3. Composition of the Appointments, Administrative and Staff Welfare Committee**

- i. Chairperson
- ii. Vice-Chairperson
- iii. Chairperson University Council
- iv. Vice Chancellor
- v. University Secretary (ex officio Member)

The meeting of the committee will be quarterly. However, the Chairperson University Council may also request for extra-ordinary meeting as and when the need arises. The Chairperson of the Committee will schedule the date and set the agenda in advance. The Committee may also interact electronically, to transect business.

## **21.6 Marketing, Student Recruitment and Public Relations Committee**

### **21.6.1 Role of the Marketing, Student Recruitment and Public Relations Committee:**

- i. Monitoring and reviewing the planning and implementation of marketing plans to assure success against targets set in the marketing strategies.

### **21.6.2 Responsibilities of the Marketing, Student Recruitment and Public Relations Committee**

- i. To schedule the meetings yearly in advance.
- ii. Reviewing and overseeing the University's marketing, recruitment and communications strategies.
- iii. To reviewing and overseeing effective student recruitment and agent network structures.
- iv. Reviewing and providing input into University's annual marketing and communications plans, developed by the marketing and student recruitment department.
- v. Monitoring success against targets set in these strategies.
- vi. Developing, approving and reviewing policies and procedures to control practices in each of the core areas above.

- vii. Developing and submitting an annual monitoring report, refreshed strategy and summary of progress against Key Performance Indicators to the University Council.
- viii. Advising Council on the development of the University's student number planning, as set by Marketing, Student Recruitment and Public Relations Committee and Council;

#### **21.6.3 Composition of the Marketing, Student Recruitment and Public Relations Committee**

- i. Chairperson
- ii. Vice-Chairperson
- iii. Chairperson University Council
- iv. Vice Chancellor
- v. University Secretary (ex officio Member)

The meeting of the committee will be quarterly. However, the Chairperson University Council may also request for extra-ordinary meeting as and when the need arises. The Chairperson of the Committee will schedule the date and set the agenda in advance. The Committee may also interact electronically, to transact business.

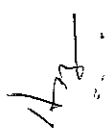
#### **21.7 Quality Assurance Committee:**

##### **21.7.1 Role of the Quality Assurance Committee:**

- i. To ensure overall quality assurance, on behalf of Council.
- ii. Monitoring the development of national and international laws and best practices in relation to University governance and updating the University Council in the event of any significant changes thereto.

##### **21.7.2 Responsibilities of the Quality Assurance Committee:**

- i. To monitor regularly all guidance and requirements issued by Ministry of Education and Sports, the National Council for Higher Education or any other regulatory body, and Uganda Nurses and Midwifery Council,



Uganda Allied Health Professionals Council, and any other professional body in relation to the University.

- ii. To develop and review the University's Quality Assurance policies, systems and processes.
- iii. To set, monitor and review a range of relevant risk and performance indicators.

#### **21.7.3 Composition of the Quality Assurance Committee:**

- i. Chairperson
- ii. Vice-Chairperson
- iii. Vice Chancellor
- iv. University Secretary (ex officio Member)
- v. University Registrar (ex officio Member)
- vi. Deans of faculties (ex officio Member)
- vii. University Bursar (ex officio Member)
- viii. Guild President (ex officio Member)

The meeting of the committee will be quarterly. However, the Chairperson University Council may also request for extra-ordinary meeting as and when the need arises. The Chairperson of the Committee will schedule the date and set the agenda in advance. The Committee may also interact electronically, to transact business.

### **21.8 Senate**

#### **21.8.1 Role of the Senate**

Senate has general charge of all matters of an academic nature. Senate's powers include the power to:

- a) Determine all matters relating to:
  - i. teaching (including dates of academic terms)
  - ii. examinations

- iii. degrees (including honorary degrees, diplomas and certificates)
  - iv. conditions of matriculation, entrance and standing for students
  - v. management and conduct of the University Libraries
  - vi. make rules and regulations respecting academic awards
- b) Hear appeals from decisions of faculty and school councils
  - c) Determine courses of study and locations where courses are offered/taught
  - d) Reviewing, monitoring and reporting to the University Council on an ongoing basis, changes in the internal and external environment (with particular reference to demographic, legislative and other factors affecting the tertiary education sector) so that the University may anticipate and appropriately respond to these changes and ensure that its academic objectives are achieved in the most effective and efficient manner.

#### 21.8.2 Responsibilities of the Senate

- i. To initiate the academic policies of the University and advise the University Council on the required facilities to implement the policy;
- ii. To direct and regulate the instruction programme and the structure of any degree, diploma or certificate course within the University;
- iii. To advise the University Council regarding the eligibility and qualifications of persons for admission to courses leading to the award of degree, diploma, certificate or other award of the University;
- iv. To make regulations regarding the content and academic standard of any course of study in respect of a degree, diploma, or certificate or other awards.
- v. To make regulations regarding the standard of proficiency to be attained in each examination for a degree diploma, certificate or other award by the University.
- vi. To decide which persons have reached the standard of proficiency and are fit for the award of any degree, diploma, certificate or other awards of the University.
- vii. To advise the University Council on the promotion, coordination, control and general direction of research in the University.

- viii. To consider and report to the University Council on any matter relating to, or in connection with the academic work of the University.
- ix. The Senate may deprive any person of a degree, diploma, certificate or other award of the University if after due inquiry it is found that the award was obtained through fraud/ dishonourable/ scandalous conduct or if the admission was given to a student who doesn't qualify as per the regulatory bodies. A person deprived of an award under this section may appeal to the University Council against the decision of the Senate.
- x. Overseeing any centrally organised exercises relating to personnel matters, such as the conferment of the title of professor and the making of distinction awards for professors and lecturers;
- xi. To monitor regularly all guidance and requirements issued by the Ministry of Education and Sports, the National Council for Higher Education, and Uganda Nurses and Midwifery Council, Uganda Allied Health Professionals Council, and any other professional bodies in relation to the University.
- xii. To develop and keep under review the University's systems, policies and guidance for assuring and enhancing the quality and maintaining the standards.
- xiii. To develop and keep under review processes for annual review of modules and programmes taught and to consider and manage the outcome of these processes.
- xiv. To monitor the outcomes from, and the effectiveness of the taught programmes.
- xv. To consider the outcomes of University activities and reviews initiated by the University Management.
- xvi. To receive reports on quality and standards issues emerging from the University Management.
- xvii. To monitor a range of relevant risk and performance indicators, such as:
  - a. Statistical data on the performance of programmes;
  - b. Student feedback and survey results as appropriate;
  - c. Financial Performance etc.
- xviii. Annual reports regarding complaints, appeals, misconduct, and cases submitted to any of the management offices.

- xix. To have oversight of the University's approach to assuring the completeness, accuracy, reliability and fitness for purpose of information provided for applicants and students.
- xx. To consider proposals and reports from Management with oversight of quality assurance matters.
- xxi. The Senate may delegate any of its powers or functions to an office, faculty or Committee as the Senate may consider fit.

### 21.8.3 Composition of Senate

- i. Chairperson- Vice-Chancellor
- ii. University Registrar (Secretary to the Senate)
- iii. University Secretary
- iv. Deans of faculties
- v. Bursar
- vi. Librarian
- vii. Dean of Students
- viii. One member of full time academic staff
- ix. Student Guild representative

The senate shall meet quarterly. But the Vice Chancellor can also request for special senate as and when the need arises. The Chairperson of the Committee will schedule the date and set the agenda in advance. The Committee may also interact electronically, to transact business.

### 22.0 Expert Advise

The Council may engage a consultant to advise the council or any of its committees on any particular matter.

### 23.0 Review

The Council may review and update this Charter as and when need arises.

