MANICA UNIVERSITY

Statutes, Governance & Organisation Structure

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1 About Manica University

At the core of Zambia's educational landscape, Manica University ("the University") stands as a beacon of enlightenment and a testament to an unwavering commitment to quality education. Founded on the principles of academic excellence, ethical integrity, and a profound passion for healthcare, Manica University emerges as a premier institution dedicated to advancing health professions education in the African region and beyond. Established in 2023, Manica University Zambia stands on the cusp of a transformative endeavour, serving as a beacon of knowledge and excellence that will illuminate the path to a healthier, brighter future for the nation and beyond. With immense pride and unwavering dedication, the Board and Management of Manica University introduce the dawn of a new era—the birth of a privately-owned university dedicated to the pursuit of excellence in health professions education. Manica University is a place where learner's' dreams are cultivated, and aspirations are nurtured—a haven of learning that transcends boundaries and fosters innovation in healthcare. We embody the fusion of tradition and modernity, culture and progress, and, most importantly, knowledge and compassion.

Our aim is to produce healthcare professionals who are not only skilled in their craft but also deeply empathetic and culturally sensitive, poised to serve their communities with compassion and integrity. We understand that the health sector is not merely about science and technology; it's about the human connection, the healing touch, and the power of a caring heart. Manica University's commitment to excellence extends beyond the classroom, encompassing state-of-the-art facilities, world-class faculty, and cutting-edge research opportunities. We aspire to be a hub of innovation and progress, a place where breakthroughs happen, and boundaries are pushed.

At Manica University, we welcome students from all walks of life, creating an inclusive environment that reflects the beautiful tapestry of the African continent. Together, we learn from each other's experiences and perspectives, enriching our collective understanding of healthcare and transforming the way healthcare must be professionally practiced.

2 Brief History of Manica University

Manica University is a privately-owned higher learning institution registered with the Higher Education Authority (HEA) of Zambia in pursuit of the Higher Education (Amendment) Act, no. 23 of 2021. The university is operated by the Board of Directors, duly registered by the Patents and Companies Registration Authority (PACRA) of Zambia. The programmes offered by Manica University are approved by the relevant authorities, including the General Nursing Council of Zambia (GNC) and the Health Professions Council of Zambia (HPCZ).

Manica University was founded with its initial three Schools: the School of Nursing Sciences, the School of Public Health, and the School of Pharmacy. At the time of its establishment and inception, Manica University had one campus situated in Lusaka, the capital city of Zambia.

3 Our Vision

Manica University envisions a world where healthcare knows no bounds, where healthcare professionals are not only skilled but also compassionate, and where knowledge is the cornerstone of

healing. We envision graduates who are not just healthcare practitioners but also empathetic caregivers, making a meaningful impact on individuals, communities, and society at large.

4 Our Mission

To be the premier institution for health professions training in Africa, providing a nurturing, inclusive, and innovative educational environment that fosters the holistic development of healthcare professionals. We pledge to offer nothing but the finest in educational services, where quality meets purpose, and passion meets precision.

5 Core Values

Manica University is more than an institution; it is a legacy in the making, a testament to the power of education, and a promise of a brighter, healthier tomorrow. The foundation upon which our university is built rests on pillars of academic excellence, ethical integrity, and a commitment to fostering a vibrant community of learners.

At the heart of Manica University are the following core values that govern the institution, it's staff, and students in the execution of the mandate:

5.1 Excellence

At Manica University, excellence in academia is not merely a goal; it is our guiding principle. Our distinguished faculty, composed of experts and leaders in various health disciplines, are dedicated to imparting knowledge, fostering critical thinking, and nurturing the next generation of healthcare professionals. Our rigorous curricula, cutting-edge research opportunities, and state-of-the-art facilities ensure that our students receive a world-class education that is second to none.

5.2 Ethical Integrity

At Manica University, we understand that healthcare is not just a professional duty for those entrusted to provide the service; it is a calling. Manica University places a strong emphasis on ethical integrity and values-driven education. Our students are not only trained in the latest medical and scientific advancements but are also instilled with the importance of ethical conduct, client-centred care, and cultural sensitivity. We believe that healthcare professionals should not only heal but also inspire trust and confidence in their clients and communities they serve.

5.3 Inclusivity and Diversity

Manica University takes pride in its diverse and inclusive community. We celebrate the rich tapestry of backgrounds, experiences, and perspectives that our students and faculty bring to our institution. This diversity enriches our learning environment, fostering a spirit of collaboration, tolerance, and global awareness.

5.4 Innovation and Research

In an ever-evolving industry like healthcare, innovation is the key to progress. Manica University is committed to being at the forefront of healthcare innovation and research. We encourage our students and faculty to explore new horizons, question conventions, and drive forward the frontiers of knowledge. Through research and innovation, we aim to make a lasting impact on healthcare practices and policies.

5.5 Corporate Social Responsibility

At Manica University, the community where we operate from and provide services is our number one development partner. We work in the community for the community, and embark on positive transformation of the community. Together, we work to shape the future of the community we serve by ensuring our students, faculty, and facilities are used to give back and provide healthcare services to the community, thereby contributing to the well-being of the community.

6 University Motto

The motto for Manica University is "Knowledge, Compassion, Excellence"." It embodies the institution's core values and aspirations:

Knowledge: This reflects the University's commitment to the pursuit and dissemination of knowledge. It signifies that at Manica University, learning, research, and academic excellence are paramount. Students and staff are encouraged to seek, create, and share knowledge to advance their fields of study and contribute to society's well-being.

Compassion: This element of the motto emphasises the importance of empathy, caring, and a deep sense of responsibility. It signifies that education at Manica University is not just about acquiring skills and knowledge but also about using that knowledge to make a positive impact on people's 'lives and communities. It underscores the idea that healthcare professionals and scholars should approach their work with empathy and a genuine concern for the well-being of individuals and communities.

Excellence: This part of the motto underscores the commitment to excellence in all endeavours. It signifies that Manica University expects nothing less than the highest standards of performance, ethics, and professionalism from its students and staff. It encourages the continuous pursuit of improvement and the cultivation of a culture where excellence is not just a goal but a way of life.

In summary, the motto "Knowledge, Compassion, Excellence" encapsulates the University's mission and values, emphasising the importance of knowledge as a foundation, compassion as a guiding principle, and excellence as the ultimate goal in education, healthcare, and research. It serves as a reminder to the university community to uphold these principles in their academic and professional pursuits.

7 Governance and Management

Manica University is incorporated with the Patent and Companies Registration Agency (PACRA) as a Limited Company by Shares. The governance and management structure comply with the provisions of the Companies Act of 2017 and the Higher Education Authority Act of 2013 and its subsequent Amendment Act No. 23 of 2021. The Board of Directors is responsible for corporate governance oversight, while the institutional governance for the administration and management of the University are under the responsibility of the Council, which provides oversight on the various Council Committees, the Senate and its Committees, Directorates, and such other bodies as the Council may designate from time to time. Appendix 1 represents the organogram of the University's Corporate and Institutional Governance Committees. Appendix 2 and Appendix 3 represent the Staff Organogram.

7.1 Corporate Governance

7.1.1 Board of Directors

In compliance with the Company Act and in conforming to good corporate governance principles and guidelines, Manica University has constituted a Board of Directors ("Board") whose main responsibility is to provide oversight over the effective running of its affairs by the University Council, the Senate, and Management while protecting the interests of the shareholders and stakeholders. This is achieved through the implementation of sound internal controls, the development of policies, processes, and procedures. The Terms of Reference for the Board of Directors are contained in a separate Board Charter. The Board of Directors has delegated authority to the University Council to execute its responsibilities in accordance with the provisions of the Higher Education Authority Act and has also delegated authority to the Chief Executive Officer to provide operational leadership and to promote the image of the University.

7.1.2 Corporate Governance Leadership

7.1.2.1 Board Chairperson

The Board Chairperson is selected from the current Independent Non-Executive Directors of the University. Their responsibilities encompass:

a. Presiding over Board meetings.

b. Ensuring appropriate delegation of authority from the Board of Directors to Board Committees and the Chief Executive Officer.

c. Overseeing the execution of all Board decisions.

d. Fostering constructive relationships between the Board and the University Council.

e. Addressing individual Directors' conflicts of interest promptly and effectively.

f. Ensuring annual evaluations of the Board, Board Committees, and Individual Board members and taking necessary actions based on the evaluation results.

g. Facilitating the communication of Shareholders' views to the Board of Directors.

h. Establishing and maintaining the University's ethical standards, upholding the highest levels of integrity and honesty, and advocating for strong corporate governance. The Board Chairperson should possess a thorough understanding of any non-compliance with corporate governance directives or requirements and, if full compliance cannot be achieved, promptly informing the Shareholders of the situation.

7.1.2.2 Company Secretary

The Company Secretary plays a pivotal role in maintaining effective communication between the Board and University operations, serving as a vital link connecting the University with its Stakeholders and Regulators.

Responsibilities of the Company Secretary include:

a. Guiding the Board and the University in matters of compliance and upholding the University's integrity through the promotion of high ethical standards. They ensure adherence to Board procedures and best corporate governance practices.

b. Offering guidance on all legal matters related to the University.

c. Ensuring the presentation of high-quality information to the Board and its Committees.

d. Custodianship of all meeting minutes of the Board and its Committees.

e. Reporting on governance matters and responsibilities to the Board Chairperson.

7.1.1.3 Chief Executive Officer

The Chief Executive Officer (CEO) is appointed in accordance with the Articles of Association of the University and holds direct responsibility for overseeing the overall operations and resources of the University. This includes ensuring that University operations comply with relevant laws, regulations, and internal policies.

Specifics regarding the CEO's role:

a. The CEO is accountable to the Board of Directors and is appointed by them.

b. The appointment of the CEO follows a rigorous selection process based on competencies, capabilities, skills, experience, and educational qualifications.

c. The Board of Directors delegates appropriate levels of authority to the CEO for the effective and efficient execution of operational duties and responsibilities. The CEO must not discharge their duties without written delegation of authority from the Board.

d. While serving as CEO, the individual also holds the position of an Executive Director and Ex-Officio on the Board of Directors, without voting powers during board meetings.

e. The CEO, or an acting CEO, is designated as the official spokesperson for the University and is authorised by the Board of Directors to make official statements on behalf of the University. The Board Chairperson must approve official statements before communication to

stakeholders. In the absence of the CEO, the Vice Chancellor may make official statements on behalf of the University.

7.1.3 Committees of the Board of Directors

To enhance the effectiveness of the Board of Directors in executing its fiduciary responsibilities, the Board of Directors has constituted the Corporate Governance Committee, Audit and Risk Management Committee, and the Nominations and Remunerations Committees. The terms of reference for the Board Committees are included in the Board Charter of the University.

7.1.3.1 Corporate Governance Committee

The Corporate Governance Committee has been constituted for the purpose of developing and recommending to the Board policies, procedures, and processes relating to corporate governance principles, and periodically reviewing the corporate governance guidelines of the University. The Committee is also mandated to review, oversee, and monitor the University's compliance with applicable legal and regulatory requirements and relevant laws standards.

The Corporate Governance Committee comprises eight (8) members, including the following:

- Three Independent Non-Executive Directors
- Vice Chancellor
- Chief Executive Officer
- Chief Financial Officer
- Chief Internal Auditor
- Company Secretary (Legal Counsel)

Key responsibilities of the Corporate Governance Committee include:

a. Overseeing the University's compliance efforts with respect to relevant policies, laws, and regulations.

b. Monitoring the University's efforts to implement legal obligations arising from agreements and contracts executed with other parties.

c. Reviewing the University's overall compliance programme to ensure that it is well communicated, supports ethical business conduct by employees, and reduces the University's risk for non-compliance with laws and regulations.

d. Periodically presenting to the Board for adoption appropriate changes to policies and standard operating procedures and overseeing their implementation and compliance.

e. Investigating any significant instances of non-compliance or potential compliance violations that are reported to the Board.

f. Coordinating with other Board Committees on matters or issues related to compliance with applicable laws and regulations.

7.1.3.2 Audit and Risk Management Committee

The Board of Directors has constituted the Audit and Risk Management Committee for the purpose of liaising with the management, internal and external auditors, reviewing the adequacy of internal controls, and compliance with laws, regulations, policies, and procedures. The Committee is responsible for reporting to the Board on key issues related to the Internal Audit functions. The Committee also has the overall responsibility of protecting the interests of the University, Shareholders, and Investors by developing and implementing a risk management framework to manage key risk areas affecting the University and recommending to the Board acceptable levels of risks.

The Audit and Risk Management Committee comprises of five (5) members, including the following:

- Three (3) Independent Non-Executive Directors
- Company Secretary
- Chief Internal Auditor

Key responsibilities of the Audit and Risk Management Committee include:

a. Providing oversight over the University's financial reporting process.

b. Providing oversight over the internal and external auditors and approving their appointment, compensation, and dismissal.

c. Reviewing and approving the audit scope and frequency.

d. Receiving and reviewing audit reports and ensuring that senior management takes appropriate corrective actions in a timely manner to address control weaknesses, non-compliance with laws and regulations, and any other issues identified by auditors.

e. Ensuring the adequacy of accounting principles, policies, internal control systems, and practices.

f. Ensuring that the University's resources are safeguarded, laws are complied with, and disclosures are based on reliable information.

g. Monitoring the performance of the Finance and Investments Committee to ensure effective financial planning and budgeting.

h. Providing oversight on senior management in the management of market risk, liquidity risk, operational risk, legal risk, compliance risk, reputational risk, strategic risk, and any other risks that the University may be exposed to.

i. Advising the Board on the University's overall current and future risk tolerance, risk appetite, and risk strategy and overseeing senior management's implementation of that risk strategy.

j. Reviewing the Risk Management Framework and associated policies and recommending them for Board approval to ensure that the University maintains a sound risk methodology to facilitate the identification, measurement, monitoring, and control of risks.

k. Ensuring that the executive management takes necessary steps to monitor and control risks.

7.1.3.3 Nominations and Remunerations Committee

The Board of Directors has constituted the Nominations and Remuneration Committee to assist the Board in fulfilling its responsibility to Shareholders, ensuring that the remuneration policy and practices of the University reward fairly and responsibly, taking into account statutory and regulatory requirements. The Committee is also mandated to review all remuneration and nominations strategies, policies, and structures and provide recommendations to the Board.

The Nominations and Remunerations Committee comprises eight (8) members, including the following:

- Three Independent Non-Executive Directors
- Vice Chancellor
- Chief Executive Officer
- Company Secretary
- Head – Human Resource and Administration

Key responsibilities of the Nominations and Remunerations Committee include:

a. Identifying and assisting with the recruitment of competent and qualified candidates for Board membership, Chairperson of the Board, Board Committee members, and members of the University Council.

b. Establishing a formal selection criterion for prospective Directors and participating in the evaluation of the Board and the University Council's effectiveness.

c. Assessing the effectiveness of the Board and directing the process of renewing and replacing Board members.

d. Recommending to the Board to accept or decline any tendered resignation of a Director.

e. Ensuring a review at least annually of the performance of the Board, individual Directors, and attendance of Board and Committee meetings.

f. Ensuring that the Board members receive thorough orientation on Board governance and key strategic issues.

g. Reviewing the University's remuneration policy at least annually and recommending proposed changes to the Board.

h. Providing oversight of remuneration and compensation of Directors, senior management, and other key personnel.

i. Providing oversight of the remuneration system's design and operation and ensuring that it is consistent with the University's culture, long-term objectives, business and risk strategy, performance, and control environment.

j. Reviewing the Director's Codes of Conduct adopted by the University.

7.2 'Institutional Governance

7.2.1 University Executive Team

7.2.1.1 Chancellor

The Chancellor is the titular head of Manica University and shall be appointed by the University Council. The Chancellor shall preside at all ceremonial assemblies of the University and shall, in its name, confer all degrees and other academic titles and distinctions of the University. In the event that the Chancellor is unable to preside at the ceremonial assemblies of the University, the Vice Chancellor shall preside and confer all degrees and other academic titles and distinctions of the University.

The Chairperson of the University Council and the Vice-Chancellor shall keep the Chancellor fully informed regarding the general conduct of the University's affairs and shall provide the Chancellor with any information requested on specific matters related to the University's affairs.

7.2.1.4 Vice-Chancellor

The Vice-Chancellor is the academic, financial, and administrative head of the University and shall be appointed by the University Council. The Vice Chancellor shall hold office on terms and conditions specified in the letter of appointment for a period of five years, with the possibility of re-appointment for a final term of five years. The Vice Chancellor shall serve as an Ex-Officio member of the University Council and the Board of Directors.

7.2.1.5 Deputy Vice-Chancellors

a. The University Council shall appoint two Deputy Vice-Chancellors in accordance with the provisions of the Higher Education Authority Act.

b. There shall be appointed a Deputy Vice-Chancellor in Charge of Academic Affairs and a Deputy Vice-Chancellor in Charge of Research and Innovation.

c. A Deputy Vice-Chancellor shall assume the responsibilities of the Vice Chancellor when the office of Vice Chancellor is vacant, or the Vice Chancellor is, for any reason, absent or otherwise unable to perform their functions.

7.2.1.4 Registrar

The University Council shall appoint a Registrar who will be responsible for the administration of legal services; institutional governance, ethics, and compliance; maintenance and integrity of academic records; and providing secretarial services related to the meetings of the University Council and Committees of the Council. The Registrar shall be accountable to the Vice Chancellor and shall keep the Company Secretary informed of legal matters concerning the institutional governance of the University.

7.2.2 University Council

Manica University has constituted the University Council in adherence to Section 24 of the Higher Education Act to provide oversight over the institutional governance functions of the University.

7.2.2.1 Functions of the University Council

The University Council shall execute the following functions:

a. Receive, on behalf of the University, gifts, donations, bequests, grants, or other money and make disbursements therefrom as per the Financial Management Policy of the University.

b. Provide for the welfare of the staff and students.

c. Determine the salaries and other conditions of service for academic staff and make recommendations to the Nominations and Remunerations Committee for Board approval.

d. Appoint, suspend, dismiss or otherwise discipline persons in the employment of the University in accordance with the provisions of the Higher Education Authority Act.

e. Administer funds placed at the disposal of the University for specific purposes.

f. Determine the form of the coat of arms for the University.

g. Take into account, and if the Council considers it proper to do so, give effect to or approve reports or recommendations from the Senate which the Senate is authorised or required to make.

h. Implement the decisions of the Senate on those matters upon which Senate has authority.

i. Determine the terms and conditions on which Examiners shall be appointed by the Senate and the remuneration to be paid to the Examiners.

j. Determine, after consultation with the Senate, the academic dress and insignia of the Chancellor, Officers, and Graduates of the University.

k. Call for, receive and consider reports from the Vice-Chancellor on the operations of the University.

l. Enter into, vary, carry out or rescind contracts on behalf of the University.

m. Determine all fees for the University.

n. Establish administrative or service sections or units in the University as it considers necessary in liaison with the Board of Directors.

o. Appoint the Chancellor, the Vice-Chancellor, the Two Deputy Vice-Chancellors, the Registrar, the Deans, and the Directors of Directorates.

7.2.2.2 Composition of the University Council

In compliance with the provisions of Section 24 of the Higher Education Authority Act, the Council of Manica University shall consist of the following members who shall elect the Chairperson and Vice-

Chairperson from among themselves, and whose term shall be three years and eligible for re-election for a further term of three years:

a. A Representative of the Shareholders of the University
b. A Member of the Academic staff of the University
c. A Legal Practitioner
d. An Accountant
e. Two Other Persons
f. The Vice-Chancellor as an Ex-Officio Member
g. The Registrar (Secretary and Ex-Officio Member)

7.2.2.3 Meetings of the University Council

a. The University Council shall meet for the transaction of its business at least once in every three months at such places and times as the Chairperson may determine.

b. The Registrar, being the Secretary of the University Council, shall give notice to the members in writing on behalf of the Chairperson, of not less than twenty-one (21) days to convene the meeting, except that if the urgency of any particular matter does not permit the giving of such notice, a special meeting may be called upon giving a shorter notice.

c. The quorum at any meeting of the University Council shall be at least five (5) members, three (3) of whom shall be those members appointed from outside the University.

d. The Chairperson shall preside at a meeting of the University Council, in whose absence, the Vice-Chairperson shall preside. In the absence of the Chairperson and the Vice-Chairperson, members present may elect from amongst themselves for the purpose of the meeting.

e. A decision of the University Council on any matter shall be by a simple majority of the members present and voting at the meeting and, in the event of an equality of votes, the person presiding at the meeting shall have a casting vote in addition to the deliberative vote.

7.2.2.4 Committees of the University Council

To enhance and support the effectiveness of the University Council in executing its institutional governance mandate and responsibilities, the University Council has established the following Committees:

a. Executive Management Committee
b. Finance and Investments Committee
c. Disciplinary and Grievance Committee
d. Procurement Committee
e. Corporate Social Responsibility Committee
f. Search Committee
g. Strategic Planning Committee

I. Executive Management Committee

a. Purpose of the Committee

The Executive Management Committee has been established by the University for the overall purpose of ensuring that the University implements all the decisions of the Council and the Board of Directors in achieving the vision and mission of the University.

b. Composition of the Committee

The Executive Management Committee consists of the following members:

- Vice Chancellor
- Deputy Vice Chancellor – Academic Affairs
- Deputy Vice Chancellor – Research and Innovation
- Registrar
- Chief Librarian
- Chief Executive Officer
- Chief Financial Officer
- Chief Internal Auditor
- Head – Human Resource and Administration
- Head – Information and Communication Technology
- Head – Procurement
- Head – Business Development and Strategy
- Corporate Affairs Manager
- Deans and Directors of Schools and Academic Directorates

c. Responsibilities of the Committee

- Supporting and monitoring the implementation of the decisions of the University Council and the Board of Directors.

- Providing oversight over all operational matters and issues affecting and relating to senior management decision making.

- Driving the corporate culture and values of the University and ensuring that all Units remain focused on the vision and mission of the University.

d. Meetings of the Committee

- The Executive Committee can convene meetings at any particular time to discuss its business and shall hold at least a minimum of four (4) meetings in each fiscal year.

- The Vice Chancellor shall preside over meetings of the Committee as Chairperson, in whose absence, the Chief Executive Officer shall preside. In the absence of the Chief Executive Officer or the Vice Chancellor, the members of the Committee may nominate any of the members to preside over the meeting.

- The Registrar shall be the Secretary of the Committee. In the absence of the Secretary, the Chairperson or a member presiding over the meeting may appoint any of the Committee members to act as Secretary for that meeting.

- The quorum of the Executive Management Committee meeting shall be two-thirds of its members.

II. Finance and Investments Committee

a. Purpose of the Committee

The Finance and Investments Committee's overall purpose is to provide oversight over the management of the University's financial resources and investments.

b. Composition of the Committee

The Finance and Investments Committee consists of the following members:

- One member of the University Council who is an Accountant
- Vice Chancellor
- Deputy Vice Chancellor – Research and Innovation
- Deputy Vice Chancellor – Academic Affairs
- Chief Executive Officer
- Chief Financial Officer
- Chief Internal Auditor
- Head – Business Development and Strategy
- Registrar

c. Responsibilities of the Committee

- Approving the University's financial plan and operating budget.

- Evaluating potential short and long-term borrowing needs of the University and recommending the appropriate course of action.

- Ensuring that processes and procedures governing the management of financial resources are effective and being adhered to.

- Overseeing the implementation of investment strategies and the performance of existing investments.

- Recommending investment options that will maximise returns to the University and the shareholders.

d. Meetings of the Committee

- The Finance and Investments Committee shall convene meetings at any particular time to discuss its business and shall hold at least a minimum of four (4) meetings in each fiscal year.

- The member of the University Council who is a member of this Committee shall be the Chairperson of the Committee and shall preside over meetings of the Committee. In their absence, the Chief Executive Officer or Vice Chancellor shall preside over meetings. In the

absence of the Chairperson, Chief Executive Officer, or the Vice Chancellor, the members of the Committee may nominate any of the members to preside over the meeting.

- The Registrar shall be the Secretary of the Committee. In the absence of the Secretary, the Chairperson or a member presiding over the meeting may appoint any of the Committee members to act as Secretary for that meeting.

- The quorum of the Finance and Investments Committee meeting shall be two-thirds of its members.

III. Disciplinary and Grievance Committee

a. Purpose of the Committee

The purpose of the Disciplinary and Grievance Committee is to handle all disciplinary cases and grievance matters in line with the provisions of the University's Disciplinary and Grievance Procedures in a transparent and fair manner.

b. Composition of the Committee

The Disciplinary and Grievance Committee shall consist of the following members:

- An Independent member of the Council who is not employed by the University
- The Deputy Vice Chancellor – Academic Affairs
- The Deputy Vice Chancellor – Research and Innovation
- Dean of Students
- Registrar
- Head – Human Resource and Administration
- Any other two (2) members of the management team that the Chairperson of the Disciplinary and Grievance Committee may deem appropriate to be part of the Committee.

c. Responsibilities of the Committee

- Reviewing the disciplinary and grievance policy and procedures of the University and recommending any amendments to the policy and procedures.

- Presiding over all staff and student disciplinary and grievance cases and determining appropriate penalties and sanctions.

- Initiating investigations into fraud, poor performance, and breaches of codes of conduct, procedures, or professional misconduct and grievances lodged with the Committee before hearing the matters.

d. Meetings of the Committee

- The quorum for a meeting of the Disciplinary and Grievance Committee or a disciplinary or grievance hearing meeting shall be two-thirds of the members.

- The Chairperson of the Committee may invite any other staff member to be part of a disciplinary or grievance hearing meeting relating to staff and any student member of the Students Union to be part of a disciplinary or grievance hearing relating to a student.

- The Committee shall convene meetings at any time and day it deems appropriate to deal with disciplinary or grievance matters and shall hold regular meetings to deliberate on any other matters under its functions and responsibilities.

- The independent member of the Council who is a member of this Committee shall be the Chairperson of the Committee and shall preside over all meetings, in whose absence, the members present may nominate one member present to preside and chair a meeting.

- The Registrar shall be the Secretary of the Committee. In the absence of the Registrar at a meeting, the Head Human Resource and Administration shall be Secretary.

IV. Procurement Committee

a. Purpose of the Committee:

The Procurement Committee is established to ensure consistent and correct application of procurement practices in the University.

b. Composition of the Committee

The Procurement Committee shall consist of the following members:

- An Independent member of the Council who is not employed by the University
- Chief Executive Officer
- Vice Chancellor
- Head – Procurement
- Chief Financial Officer
- Chief Internal Auditor
- Registrar

c. Responsibilities of the Committee

- Approving the procurement plan of the University at the beginning of each fiscal year.

- Monitoring the procurement processes and procedures and ensuring that they are being followed and adhered to by the Procurement, Logistics, and Maintenance Department.

- Approving procurements referred to the Committee in line with the delegated procurement authority levels.

- Approving external suppliers of goods and services to the University in line with selection criteria contained in the Procurement policy.

d. Meetings of the Committee

- The quorum for a meeting of the Procurement Committee shall be two-thirds of the members.

- The Committee shall meet at least once every quarter and may convene ad-hoc meetings to attend to procurement needs of the University as per procurement delegated authority.

- The independent member of the Council who is a member of this Committee shall be the Chairperson of the Committee and shall preside over all meetings, in whose absence, the members present may nominate one member present to preside over the meeting.

- The Registrar shall be the Secretary of the Committee. In the absence of the Registrar at a meeting, the Head – Procurement or any member nominated by the Chairperson of the meeting shall be the Secretary of the meeting.

V. Corporate Social Responsibility Committee

a. Purpose of the Committee

- The Corporate Social Responsibility Committee has been established to coordinate and oversee all matters relating to the University's participation in corporate social responsibility projects and activities aimed at creating social impact in communities.

b. Composition of the Committee

- The Corporate Social Responsibility Committee comprises the following members:
  - Chief Executive Officer
  - Vice Chancellor
  - Registrar
  - Corporate Affairs Manager
  - Head – Human Resource and Administration

c. Responsibilities of the Committee

- Formulating the Corporate Social Responsibility policy of the University and monitoring its implementation.

- Approving Corporate Social Responsibility projects and activities.

- Evaluating the impact of corporate social responsibility projects and activities implemented by the University.

- Approving the corporate social responsibility budget and the expenditure to be incurred on each corporate social responsibility project or activity.

- Reviewing the annual Corporate Social Responsibility Report and submitting the report to the University Council and the Board of Directors.

d. Meetings of the Committee

- The quorum for a meeting of the Corporate Social Responsibility Committee shall be four (4) members.
- The Committee shall meet at least three (3) times every year.
- The Chief Executive Officer shall be the Chairperson of the Committee and shall preside over all meetings, in whose absence, the Vice Chancellor may preside and chair a meeting.
- The Registrar shall be the Secretary of the Committee. In the absence of the Registrar at a meeting, the Corporate Affairs Manager or the Head – Human Resource and Administration shall be the Secretary of the meeting.

VI. Strategic Planning Committee

a. Purpose of the Committee

The purpose of the Strategic Planning Committee (SPC) is to oversee the development and implementation of the strategic plan and operational plans of the various Units and Departments of the University.

b. Composition of the Committee

The Strategic Planning Committee shall comprise the following members:

- The Chief Executive Officer
- The Vice Chancellor
- The Deputy Vice Chancellor – Academic Affairs
- The Deputy Vice Chancellor – Research and Innovation
- Head – Business Development and Strategy
- Chief Financial Officer

c. Responsibilities of the Committee

- Approving the strategic plans of the various units and departments of the University.
- Developing the University's corporate strategy and submitting the strategy to the University Council for review and subsequent approval by the Board of Directors.

d. Meetings of the Committee

- The quorum for a meeting of the Strategic Planning Committee shall be four (4) members.
- The Committee shall meet at least once every quarter in each fiscal year.
- The Vice Chancellor shall be the Chairperson of the Committee and shall preside over all meetings, in whose absence, the Chief Executive Officer may preside and chair a meeting.

- The Registrar shall be the Secretary of the Committee. In the absence of the Registrar at a meeting, the Head – Business Development and Strategy or the Chief Financial Officer shall be the Secretary of the meeting.

- The Chairperson may invite up to four (4) senior management staff to participate and contribute to the meeting of the Committee. The invited members shall not be part of the quorum of the meeting.

7.2.3 The University Senate

The University Senate serves as the supreme academic authority of the University, responsible for organising, controlling, assessing, and directing the standards of education and academic work, including teaching and research. The Senate may delegate some of its powers and functions to various units, departments, or committees within the University.

7.2.2.1 Functions of the Senate

The Senate's functions, as defined by the Higher Education Authority Act under Section 36 , include:

a. Determining the Academic Policy of the University and advising the University Council on the provision of facilities to carry out the policy.

b. Directing and determining the programme of instruction and the structure of degree courses within the University.

c. Regulating and determining the requirements for the admission of individuals to the University and its courses of study.

d. Regulating the University's examinations and setting standards for proficiency in these examinations.

e. Appointing Examiners.

f. Awarding degrees and making other awards and distinctions, with the exception of honorary degrees, which are awarded on the recommendation of an Honorary Degree Committee.

g. Awarding scholarships and prizes administered by the University.

h. Establishing and managing professorial chairs, readerships, and other academic offices.

i. Making recommendations to the University Council regarding the establishment, amalgamation, division, or abolishment of Schools, Directorates, Institutes, or similar bodies within the University.

j. Approving, reviewing, amending, referring back, controlling, or disallowing any act relating to the academic affairs of any unit or body within the University.

k. Regulating its own procedures and the conduct of its meetings.

7.2.2.2 Composition of the Senate

The Senate of Manica University consists of the following members:

a. The Vice-Chancellor.

b. The Deputy Vice-Chancellor – Academic Affairs.

c. The Deputy Vice-Chancellor – Research and Innovation.

d. The Principal of a Constituent College (if established).

e. The Deans of Schools, Dean of Students Affairs, and Directors of the Directorates.

f. Not more than 14 Professors and Associate Professors, including at least one from each School, elected by the academic staff.

g. The Chief Librarian.

h. The Directors of the Centres, Institutes, or similar bodies established by the University.

i. Not more than 14 members of the non-professorial academic staff, elected by the academic staff.

j. Two students elected by the ''students' union.

k. Not more than four persons appointed by the Vice-Chancellor who are not employed as academic, administrative, or other staff of the University.

7.2.2.3 Meetings of the Senate

a. The Senate shall meet at times and places determined by the Senate or as required by the Vice-Chancellor, but at least three times during an academic year.

b. The quorum for any Senate meeting is one-half of the members.

c. The Vice-Chancellor serves as the Chairperson of the Senate, and the Deputy Vice-Chancellor – Academic Affairs serves as the Secretary.

d. In the absence of the Vice-Chancellor, the Deputy Vice-Chancellor – Research and Innovation may preside over the meeting.

e. In the absence of both the Vice-Chancellor and Deputy Vice-Chancellor – Research and Innovation, the Deputy Vice-Chancellor – Academic Affairs may preside over the meeting, and the members present may elect a Secretary.

f. If all three mentioned officials are absent, a Senate meeting cannot take place.

7.2.2.4 Committees of the Senate

The Senate may establish various committees to support its functions. The committees include:

I. Standards and Quality Assurance Committee

This committee focuses on teaching and learning standards, accreditation, regulatory compliance of academic programmes, and faculty professional development. It ensures the University maintains high standards for faculty performance.

The committee is chaired by the Deputy Vice-Chancellor – Academic Affairs. Membership is drawn from Deans of Schools, Assistant Deans and Senators from Schools, Professors, and Directors.

II. Library, Research and Publications Committee

This committee deals with library resources, information technology infrastructure, research policies, ethics, and priorities. It also promotes and supports faculty and student research activities.

The committee is chaired by the Deputy Vice-Chancellor – Research & Innovation. Membership is drawn from the University Library, Deans of Schools, Assistant Deans and Senators from Schools, including representatives from public and private sector industry partners and research institutions.

III. Admissions Committee

This committee manages student admissions, selection, quota allocation, scholarships, and student recruitment. It plays a crucial role in shaping the student body's composition and upholding academic standards.

The committee is chaired by the Deputy Vice-Chancellor – Academic Affairs. Membership is drawn from Deans of Schools, Assistant Deans and Senators.

IV. Curriculum Development, Evaluation and Reviews Committee

This committee oversees academic programme development and curriculum evaluation. It ensues academic programme quality and effectiveness.

The committee is chaired by the Deputy Vice-Chancellor – Academic Affairs. Membership is drawn from Deans of Schools, Assistant Deans and Senators from Schools.

V. Students Affairs and Distance Education Committee

This committee manages and enhances the experiences of students in distance education programmes. It oversees online course development, quality assurance, and student support.

The committee is chaired by the Deputy Vice-Chancellor – Academic Affairs. Membership is drawn from Deans of Schools, Assistant Deans and Senators from Schools, the Librarian, E-learning Coordinator, Student Representatives, and the Dean of Student Affairs.

VI. Graduation, Awards and Conferrals Committee

This committee coordinates graduation ceremonies, academic awards, and degree conferrals. It plans and manages graduation events, selects award recipients, and verifies eligibility for degree conferral'.

The Committee is chaired by the Deputy Vice-Chancellor – Academic Affairs. Membership is drawn from Deans of Schools, Assistant Deans and Senators.

VII. Board of Studies and Examinations Committee

This committee sets academic standards, oversees programme quality, assesses student learning outcomes, and collaborates with faculty for programme improvement. The committee plays a pivotal role in maintaining academic excellence, aligning programmes with industry needs and standards. The Committee recommends to the Senate for approval of final examination results, academic programmes and courses. The Committee also considers and recommends establishment of new academic Departments or Centres or Units, or change of names of academic establishments.

It also addresses student grievances related to academic matters and recommends disciplinary actions.

The Committee is chaired by the Deputy Vice-Chancellor – Academic Affairs. Membership is with members drawn from Deans of Schools, Assistant Deans and Senators from Schools, Professors, and representatives from public and private sector industry.

7.3 various academic and administrative Operational Units

Manica University has categorised its operations into two key functional units under which all Directorates and Departments are organised, namely: the Academic Unit and the Non-Academic Unit.

7.3.1 Academic Units

The establishment and composition of academic units at Manica University are in accordance with the provisions of the Higher Education Act of the Laws of Zambia. Unless otherwise specified, Manica University's academic activities are carried out through Schools and Academic Directorates. The University Council may designate Schools or other similar bodies upon the recommendation of the Senate. Each School or Academic Directorate may include various Departments. Upon establishment, a School or similar body shall make recommendations to the Senate regarding the constitution of its Departments.

The Academic Units comprise Schools and Academic Directorates, reporting directly to the Vice Chancellor, Deputy Vice Chancellor – Academic Affairs, and the Deputy Vice Chancellor – Research and Innovation. The University's Directorates include the following:

a. School of Pharmacy
b. School of Public Health
c. School of Nursing Sciences
d. Directorate of Research, Innovation, and Publications
e. Directorate of Standards and Quality Assurance
f. Directorate of E-Learning and Open Distance Education
g. Directorate of Student Affairs

7.3.1.1 School of Pharmacy

The School of Pharmacy at Manica University was established in 2023 with the primary objective of providing comprehensive pharmaceutical education and research opportunities. It reflects the university's commitment to advancing healthcare through pharmaceutical knowledge and practice.

The School of Pharmacy at Manica University serves the following functions:

a. Pharmaceutical Education: The School of Pharmacy primarily offers educational programs in pharmacy, ensuring that students receive a solid foundation in pharmaceutical sciences and clinical practice. The curriculum aligns with international standards and emphasises evidence-based, patient-centred pharmaceutical care.

b. Pharmaceutical Research and Innovation: Faculty and students engage in cutting-edge research in pharmaceutical sciences and related areas. The school contributes to advancements in pharmaceutical knowledge and practices through research publications, collaborations, and innovations.

c. Clinical Training: The school provides students with practical clinical training experiences in pharmacies, hospitals, and healthcare settings, preparing them to become competent and compassionate pharmacists.

d. Community Engagement: The school's faculty and students actively engage with the community to promote medication safety, public health awareness, and access to pharmaceutical care services. They may offer basic health screenings, medication counselling, and outreach programs to benefit the community.

e. Pharmaceutical Services: Collaboration with healthcare institutions and industry partners may involve the provision of pharmaceutical services such as community pharmacy outlets, consultations, and expertise to improve healthcare and medication management.

The School is led by the Dean of the School of Pharmacy, who reports to the Deputy Vice Chancellor – Academic Affairs.

The Dean is supported and assisted by Heads of Departments responsible for the following Departments:

i. Department of Pharmacy Practice
ii. Department of Pharmacology
iii. Department of Pharmaceutics
iv. Department of Pharmaceutical and Medicinal Chemistry
v. Department of Pharmacognosy

7.3.1.2 School of Public Health

The School of Public Health was established in 2023 to address pressing public health challenges and promote population health through education, research, and advocacy.

The School of Public Health at Manica University serves the following functions:

a. Public Health Education: The school offers programs in environmental health, epidemiology, health policy, and related fields. It equips students with the knowledge and skills to address complex public health issues.

b. Research and Policy Advocacy: Faculty and students engage in research to better understand and address public health challenges. They may also advocate for evidence-based policies to improve population health.

c. Community Health Initiatives: The school often leads community health projects, collaborating with local organisations to address health disparities, provide health education, and promote disease prevention.

d. Global Health Initiatives: Collaborations with international partners may involve research, capacity building, and public health interventions to address global health issues.

e. Health Promotion: The school is involved in health promotion and awareness campaigns, emphasising preventive measures and healthy behaviours.

The School is led by the Dean of the School of Public Health, who reports to the Deputy Vice Chancellor – Academic Affairs. The Dean is supported and assisted by Heads of Departments responsible for the following Departments:

i. Department of Environmental Health
ii. Department of Epidemiology and Biostatistics

7.3.1.3 School of Nursing Sciences

The School of Nursing Sciences was founded in 2023 as part of Manica University's commitment to addressing critical healthcare needs through education, research, and community service. It aims to produce highly skilled and compassionate nursing professionals.

The School of Nursing Sciences at Manica University serves the following functions:

a. Nursing Education: The school offers undergraduate nursing programs designed to equip students with the knowledge, skills, and values necessary for nursing practice. The curriculum emphasises evidence-based care, ethics, and cultural competence in line with the aspirations of the General Nursing Council of Zambia.

b. Clinical Training: Nursing students at Manica University undergo rigorous clinical training in various healthcare settings, gaining practical experience in patient care, health promotion, and disease prevention.

c. Research and Innovation: Faculty and students engage in nursing research, contributing to evidence-based practices in healthcare. Research may focus on topics such as patient outcomes, nursing interventions, and healthcare policy.

d. Community Health: The school often plays a pivotal role in community health initiatives, providing health education, screenings, and outreach programs to improve the well-being of local communities.

e. Collaborations: Collaboration with healthcare institutions and agencies ensures that nursing students have access to diverse clinical experiences and opportunities for internships and employment.

The School is headed by the Dean of the School of Nursing Sciences, who reports to the Deputy Vice Chancellor – Academic Affairs. The Dean is supported and assisted by Heads of Departments responsible for the following Departments:

i. Department of Clinical Nursing
ii. Department of Midwifery and Child Health

7.3.2.1 Academic Directorates

I. Directorate of Research, Innovation and Publications

The Directorate of Research, Innovation, and Publications plays a crucial role in advancing the research and innovation agenda at Manica University. It is responsible for coordinating, promoting, and facilitating research activities across the university.

The functions of the Directorate include:

a. Research Coordination: The Directorate supports and facilitates research activities within the university, helping researchers access funding, resources, and collaborators.

b. Innovation Promotion: It encourages and supports innovative initiatives among faculty and students, fostering a culture of innovation at the university.

c. Publications Support: The Directorate assists researchers in publishing their findings, including providing guidance on publishing in reputable journals and disseminating research outcomes.

d. Grants and Funding: It helps researchers identify and apply for research grants and funding opportunities, both nationally and internationally.

e. Research Ethics and Compliance: The Directorate ensures that all research conducted at the university adheres to ethical standards and regulatory requirements.

The Directorate is headed by a Director who reports to the Deputy Vice-Chancellor – Research and Innovation.

II. Directorate of Standards and Quality Assurance

The Directorate of Standards and Quality Assurance is responsible for ensuring that the academic programmes and services at Manica University meet high-quality standards. It plays a pivotal role in maintaining and enhancing the quality of education and services provided by the university.

The functions of the Directorate include:

a. **Quality Assurance:** The Directorate develops and implements quality assurance processes and policies to ensure that academic programmes, services, and processes meet established standards.

b. **Accreditation:** It manages accreditation processes and ensures that the university complies with regulatory requirements.

c. **Programme Evaluation:** The Directorate evaluates academic programmes regularly to assess their effectiveness and relevance.

d. **Institutional Research:** It conducts research to gather data and insights that inform decision-making and improvements in academic quality.

e. **Training and Development**: The Directorate offers training and development programmes to faculty and staff to enhance their capacity in quality assurance.

The Directorate is headed by a Director who reports to the Deputy Vice-Chancellor – Academic Affairs.

III. Directorate of E-Learning and Open Distance Education

The Directorate of E-Learning and Open Distance Education is responsible for developing and managing online and distance education programmes at Manica University. It leverages technology to provide flexible and accessible learning opportunities to a diverse student population.

The functions of the Directorate include:

a. **Online Course Development**: The Directorate supports faculty in designing and developing online courses that are engaging, interactive, and effective.

b. **Learning Management System:** It manages the university's learning management system, ensuring its functionality and ʼusability for both faculty and students.

c. **Student Support:** The Directorate provides support services to online and distance learners, including orientation, technical assistance, and academic advising.

d. **Quality Assurance:** It ensures that online and distance education programmes maintain high-quality standards and align with the university's academic goals.

e. **Research and Innovation:** The Directorate explores innovative approaches to online and distance education, staying current with emerging trends and technologies.

The Directorate is headed by a Director who reports to the Deputy Vice-Chancellor – Academic Affairs.

IV. Directorate of Student Affairs

The Directorate of Student Affairs is responsible for the overall well-being and development of students at Manica University. It aims to create a supportive and enriching campus experience for all students.

The functions of the Directorate include:

i. **Student Services:** The Directorate offers a range of student services, including counselling, health services, career guidance, and academic support.

ii. **Student Engagement:** It promotes student engagement in extracurricular activities, clubs, and organisations, enhancing the overall student experience.

iii. **Student Development:** The Directorate provides opportunities for leadership development, personal growth, and cultural enrichment.

iv. **Student Housing:** It manages student housing facilities and ensures a safe and comfortable living environment for students.

v. **Student Conduct:** The Directorate enforces student conduct policies and addresses disciplinary matters in collaboration with relevant university authorities.

The Directorate is headed by the Dean of Students Affairs who reports to the Deputy Vice-Chancellor – Academic Affairs.

7.3.2.2 School Boards and Their Roles

School Boards play a pivotal role in the governance and decision-making processes at Manica University. Collectively, these School Boards contribute significantly to the effective governance, management, and academic excellence of the university. Typically, each board comprises academic members of staff, with Deans serving as Chairpersons, along with Assistant Deans, student representatives, and external stakeholders. Each board is assigned specific responsibilities and roles within the institution's governance structure.

I. Board of Studies

The Board of Studies constitutes a pivotal academic body within a School or Academic Directorate, playing a central role in the oversight and management of academic programs and curricula within specific academic departments or disciplines. Each School at Manica University establishes its own Board of Studies.

a. Composition:

i. **Faculty Members:** The Board of Studies comprises all faculty members from the respective academic departments overseen by the School. These faculty members, esteemed experts in their fields, actively contribute to shaping the curriculum and academic policies.

ii. **Chairperson:** The board is chaired by the Dean of the School. In their absence, the role may be assumed by the Assistant Dean or a senior faculty member appointed from among its members. The chairperson provides leadership, guides the board's activities, and represents its interests.

iii. **External Experts or Stakeholders:** Depending on specific needs, the board may invite external experts or professionals from relevant industries or disciplines to serve as members or advisors. Their presence ensures real-world insights and the ongoing relevance of the respective programs.

iv. **Students:** Representatives: In line with Manica University's commitment to student involvement in decision-making, the Board of Studies includes student representatives. These

representatives offer valuable input on curriculum and academic matters, enriching the academic discourse with their perspectives and insights.

b. Powers and Responsibilities:

The powers and responsibilities of the Board of Studies encompass, but are not limited to, the following:

i. **Curriculum Development:** The Board of Studies is responsible for the development and ongoing updates of academic programs and curricula within its respective departments or disciplines. It ensures alignment with current academic standards and industry requirements.

ii. **Academic Standards:** The Board establishes and maintains academic standards, encompassing grading policies, assessment methods, and evaluation criteria for courses and programs within the School.

iii. **Quality Assurance:** Oversight of academic program quality and relevance falls under the purview of the Board. It conducts regular reviews to assess program effectiveness and provides recommendations for improvement.

iv. **Course Approvals:** The Board reviews and approves new courses, modifications to existing courses, and program changes, ensuring they align with departmental academic objectives.

v. **Assessment of Student Learning:** Monitoring and assessing student learning outcomes within the department are key responsibilities. The Board ensures students achieve intended learning objectives and competencies.

vi. **Resource Allocation:** Collaborating with the university administration, the Board allocates resources, faculty, and facilities to support academic programs and research initiatives within the departments.

vii. **Faculty Development:** The Board may recommend faculty development opportunities aimed at enhancing teaching methods, fostering research activities, and promoting professional growth.

viii. **Research Support:** Within its department, the Board may provide support for research initiatives, creating an environment conducive to scholarly activities and innovation.

ix. **Accreditation:** Verification of documentation and information required for program accreditation, if applicable, is undertaken by the Board to meet external accreditation standards and requirements.

x. **Ethical Standards:** Upholding ethical standards and practices within the academic departments is a priority for the Board, ensuring academic integrity and adherence to university policies.

xi. **Recommendations:** The Board of Studies has the authority to make recommendations to the university's academic governing body, such as the Senate or University Council. These recommendations may pertain to academic policies, program changes, and resource allocation within the department.

xii. **Student Support:** Collaborating with other university units, the Board ensures that students have access to essential resources, support services, and opportunities for both academic and professional growth.

c. Meetings of the Board of Studies:

The Board shall convene at least once every semester, as applicable.

i. A quorum for a Board meeting shall consist of 50 percent of the total membership of the Board.

ii. The Board may establish its own meeting procedures, with the provision that the Senate may prescribe standard procedures for Board meetings.

iii. The Board of Studies of a School may extend invitations to external experts to attend its meetings in an advisory capacity. However, those individuals shall not become official members of the Board or possess voting rights.

iv. Decisions within the Board shall be made by a simple majority vote of the members present and voting during the meeting. In the event of a tie vote, the individual presiding over the meeting shall hold a casting vote in addition to their deliberative vote.

d. Declaration of Interest by Members of the Board of Studies:

i. If an individual attending a Board of Studies meeting has a direct or indirect personal interest, or if their relation or associate has such an interest, in any matter under consideration, they must promptly declare this interest at the start of the meeting. Furthermore, they shall refrain from participating in any deliberation, discussion, or vote related to that matter.

ii. Any declaration of interest made in accordance with this section shall be documented in the minutes of the meeting during which the disclosure occurred.

iii. Violation of this provision outlined in 5.1.4.(a) constitutes an offense, subject to disciplinary action and penalties as determined by the Disciplinary Committee of the Senate.

II. Board of Examiners:

A Board of Examiners shall be established for each School or Academic Directorate, comprising both Internal and External Examiners appointed by the Senate. This board plays a pivotal role in maintaining the fairness, integrity, and consistency of the examination and assessment processes, safeguarding the academic standards and integrity of assessments at the university. Its composition and powers are designed to ensure the equitable conduct of assessments in accordance with university policies and guidelines.

a. Composition:

i. Chairperson: The Board of Examiners shall be led by the Dean of the School. In the Dean's absence, the Assistant Dean or a senior faculty member with expertise in assessment and

examination procedures may assume the role of chairperson. The chairperson may also hold a leadership position within the department or academic unit.

ii. Faculty Members (Internal Examiners): The board shall include faculty members or academic staff from various relevant departments or disciplines within the School. Their expertise contributes to the fairness and alignment of the assessment process with academic standards.

iii. External Examiners: In some instances, external examiners from other universities or institutions, recognised experts in the field, may be invited to participate as members or advisors to ensure impartiality and rigor.

b. Powers and Responsibilities:

i. Examination Oversight: The Board of Examiners is responsible for supervising all aspects of the examination process, including the establishment of examination standards, procedures, and schedules.

ii. Assessment Standards: The Board ensures that assessment methods and practices adhere to the university's academic policies and guidelines. This involves reviewing and endorsing examination questions and assessment criteria.

iii. Quality Assurance: The Board monitors the quality, validity, and fairness of examinations and assessments, striving to maintain consistency and uphold academic integrity.

iv. Marking and Grading: Oversight of the marking and grading processes falls under the purview of the Board, ensuring objective, fair, and guideline-compliant practices.

v. Assessment Moderation: In cases involving multiple assessors, the Board may moderate assessment results to verify grading accuracy and reliability.

vi. Cheating and Academic Misconduct: The Board investigates cases of academic misconduct, including cheating and plagiarism, and recommends appropriate sanctions for consideration by the Disciplinary Committee, as per university policies.

vii. Recommendations: The Board may propose changes to examination policies, assessment methods, or grading standards to the Senate.

viii. Reporting: The Board of Examiners reports examination results to the Senate for approval and timely communication to students. It also ensures secure storage of examination results, with the School and Registrar serving as custodians, accessible only to authorised personnel.

ix. Examination Policy Development: The Board contributes to the development and revision of examination policies, assessment guidelines, and academic regulations within the university, making recommendations for Senate approval.

c. Meetings of the Board of Examiners:

i. The Board shall convene at least once every semester after the conclusion of the examination processes to receive, deliberate upon, and approve examination results for submission to the University Senate.

ii. Mandatory attendance is required for all Internal Examiners at Board of Examiners meetings.

iii. The Board may determine its own meeting procedures, though the Senate may establish standard procedures for such meetings.

iv. The Board of Examiners for a School may extend invitations to external examiners to attend its meetings; however, these individuals shall not acquire membership of the Board or possess voting rights.

v. Decisions within the Board of Examiners shall be reached by a simple majority vote among the members present. In the event of a tie vote on a matter, the Chairperson or individual presiding at the meeting shall hold a casting vote in addition to their deliberative vote.

vi. Decisions made by the Board of Examiners are final and can only be overturned or overruled by the University Senate.

d. Declaration of Interest by Members of the Board of Examiners:

i. Any individual attending a Board of Examiners meeting who has a direct or indirect personal interest, or whose relation or associate has such an interest, in any matter under consideration must declare this interest promptly at the commencement of the meeting. Furthermore, they shall abstain from participating in any deliberations, discussions, or votes related to that matter.

ii. Any declaration of interest made in accordance with this section shall be documented in the minutes of the meeting during which the disclosure occurred.

iii. Violation of this provision outlined in subsection 5.2.4.(a) constitutes an offense, subject to disciplinary action and penalties as determined by the Disciplinary Committee of the Senate.

e. Prohibition to Publish or Disclose Information to Unauthorised Persons:

i. Without prior written consent given by, or on behalf of, the Board of Studies or Board of Examiners, individuals shall not publish or disclose to any unauthorised parties, except in the course of their duties, the contents of any document, communication, or information related to, and acquired in the course of their participation in the Board, as stipulated in the Policies and Regulations of Manica University.

ii. Violation of subsection 5.2.5(a) constitutes an offense, subject to disciplinary action and penalties determined by the Disciplinary Committee of the Senate.

iii. An individual in possession of information that has been unlawfully published or communicated in contravention of subsection 5.2.5(a) to any other individual shall also be deemed in violation of this provision and shall be subject to the same disciplinary action and penalty as specified in sub-Article 5.2.5(b).

f. Oath of Secrecy and Non-disclosure Agreement:

i. Every individual appointed as a member of the Board of Studies or Board of Examiners, as the case may be, shall take and subscribe an Oath of Secrecy before a Commissioner for Oaths or sign a Non-Disclosure Agreement as prescribed by Council Regulations.

ii. Any individual covered by this section who, having complied with subsection 5.2.6(a), does or fails to do any act in contravention of the oath commits an offense and shall be subject to disciplinary action and penalties as determined by the University Council.

III. University Library and Scholarly Collections Unit:

The Library at Manica University holds a pivotal role in the institution's mission of fostering learning, research, and the dissemination of knowledge. It serves as a central support unit for the academic community, including students, faculty, and researchers.

a. Mission and Objectives:

The Library's mission aligns with Manica University's overarching objectives of promoting academic excellence, research, and scholarship. Its primary objectives encompass:

i. **Resource Access:** Providing access to an extensive collection of print and digital resources, encompassing books, journals, databases, and multimedia materials, to facilitate research and academic pursuits.

ii. **Research Support:** Furnishing research assistance, information literacy programs, and access to specialised research resources to aid faculty and student research endeavours.

iii. **Academic Support:** Assisting students in locating pertinent resources, conducting comprehensive literature reviews, and enhancing their information literacy skills to excel academically.

iv. **Collaboration:** Collaborating with faculty to integrate library resources and research skills into curriculum design and instructional processes.

v. **Technology Integration:** Leveraging technology to augment access to electronic resources, e-books, and online research tools.

vi. **Archiving and Preservation:** Preserving and curating historical documents, dissertations, and other institutional records to ensure their accessibility for future generations.

b. Services and Functions of the Library at Manica University:

i. **Resource Management:** The Library actively acquires, catalogues, and organises library materials, both in physical and digital formats, to ensure their availability to the university community.

ii. **Reference Services:** It offers reference assistance to aid students and researchers in locating pertinent information and utilising research tools effectively.

iii. **Information Literacy Instruction:** Conducting workshops and training sessions to enhance students' information literacy skills, encompassing effective searching, citation, and critical evaluation of sources.

iv. **Digital Services:** Managing and providing service for digital resources, online databases, e-journals, and e-books to grant access to a broad spectrum of academic content.

v. **Archives and Special Collections:** Maintaining archives and special collections that house rare and distinctive materials pertinent to Manica University's history and academic programs.

vi. **Research Support:** Assisting faculty and researchers with tasks such as literature reviews, data retrieval, and citation management.

vii. **Collaboration with Faculty:** Collaborating with faculty members to curate resources tailored to specific courses, crafting reading lists, and integrating information literacy into the curriculum.

viii. **Space and Facilities:** Offering study spaces, computer labs, and technology-equipped areas for research and study purposes, available for both students and faculty.

c. Digital Initiatives:

The Library at Manica University actively engages in and provides digital initiatives, including:

i. **Online Catalogues and Databases:** Facilitating efficient resource discovery for students and faculty engaged in research. Manica University maintains subscriptions to pertinent online catalogues and databases such as 'Research 4 Life,' Springer, PubMed, Web of Science, and more.

ii. **Electronic Dissertations:** Hosting electronic dissertations submitted by students in partial fulfilment of their degree requirements. This facilitates easy access and preservation of scholarly work.

iii. **Digital Repositories:** Creating digital repositories for showcasing the research output of the university's faculty and students.

iv. **Promoting Open Access Initiatives:** Advocating for open access initiatives to enhance the accessibility of scholarly content to the global academic community.

7.3.2 Non-Academic Units

Non-Academic Units comprise various Departments that play crucial roles in supporting the operational functions of the University. These departments report directly to the Chief Executive Officer.

7.3.2.1 Finance and Accounts Department:

The Finance and Accounts Department is responsible for the comprehensive administration and management of the University's financial resources. Heading this department is the Chief Financial Officer, who reports directly to the Chief Executive Officer. Key functions of the Finance and Accounts Department include:

a. Preparation of financial statements and reports in adherence to accounting and financial reporting standards.

b. Development and preparation of long-term financial plans and strategies.

c. Forecasting and creation of budgets.

d. Prudent management of all financial assets of the University.

e. Monitoring and management of costs and cash flows to ensure the University's solvency in meeting operational expenses and financial obligations.

7.3.2.2 Business Development and Marketing Department:

The Business Development and Marketing Department oversee the strategic planning, marketing, and business development activities of the University. The department is led by the Head of Business Development and Strategy, who reports directly to the Chief Executive Officer. Key functions of the Business Development and Marketing Department include:

a. Cultivating strategic partnerships and alliances.

b. Formulating and executing marketing campaigns, initiatives, and advertising strategies to drive sales growth.

c. Developing and implementing strategies to enhance financial performance, customer service, and brand visibility.

d. Conducting research and analysis on competitors and the overall market to identify new opportunities.

e. Collaborating with the Directorate of Research, Innovation, and Publications to foster innovation.

f. Identifying growth opportunities to ensure the University achieves sustainable growth.

7.3.2.3 Human Resource and Administration Department:

The Human Resource and Administration Department oversees various crucial aspects, including Recruitment and Selection, Learning and Development, Compensation and Benefits, Performance Management, Succession Planning, and Employee and Labor Relations. Additionally, the department

effectively manages all administrative matters related to the University. Heading this department is the Head of Human Resource and Administration, who reports to the Chief Executive Officer. Key functions of the department include:

a. Attracting and employing competent and committed individuals who will drive the realisation of the University's vision and mission.

b. Developing and implementing an effective performance management system to enhance staff performance and engagement.

c. Identifying staff learning and development needs to improve their efficiency in fulfilling job roles and requirements.

d. Ensuring that the University maintains healthy relationships with trade and labour unions.

e. Ensuring the effective implementation of occupational health and safety measures to enhance the safety of staff and students.

f. Promoting staff wellness, mental health, and motivation to ensure staff productivity.

g. Undertaking administrative functions related to policy communication, human resource risk management, and ensuring University compliance with labour laws and directives.

7.3.2.4 Information and Communication Technology Department:

The Information and Communication Technology Department holds overall responsibility for managing the University's information technology infrastructure and systems. The department is led by the Head of Information and Communication Technology, who reports directly to the Chief Executive Officer. Key functions of the department include:

a. Maintaining and updating hardware and software applications.

b. Monitoring the performance of ICT systems.

c. Managing data storage and ensuring regular and secure data backups to prevent data loss in case of system failure or breaches.

d. Safeguarding the security of the University's ICT network and infrastructure by deploying firewalls, antivirus software, and other security measures to protect against cyber threats.

e. Managing user access and login credentials to the network and systems, ensuring that only authorised staff have access to data and systems with appropriate levels of access.

f. Managing the University's critical applications and electronic communication systems, ensuring their availability, reliability, and security.

7.3.2.5 Internal Audit and Risk Management Department:

The Internal Audit and Risk Management Department operates independently and is responsible for promoting the establishment of cost-effective internal controls, assessing and mitigating risks, and providing assurance to the Board of Directors regarding risk management. The department is led by

the Chief Internal Auditor, who reports to the Board of Directors through the Audit and Risk Management Committee. Key functions of the department include:

a. Evaluating and improving the effectiveness of risk management, control environment, and governance processes.

b. Providing management and the Board of Directors with accurate and objective analyses, appraisals, opinions, counsel, and information related to ongoing audit activities.

c. Conducting fraud audits to identify potential fraudulent acts and post-investigation fraud audits to identify control breakdowns.

d. Keeping the Audit and Risk Management Committee informed and up-to-date on the state of the University concerning risk, controls, and governance.

e. Reviewing internal controls of processes, procedures, and systems to enhance productivity, efficiency, and effectiveness in University operations.

7.3.2.6 Procurement, Logistics, and Maintenance Department:

The Procurement, Logistics, and Maintenance Department coordinates and manages the procurement of goods and services from external suppliers. Additionally, it oversees the effective management and maintenance of transport logistics, infrastructure, and University assets. Heading this department is the Head of Procurement, who reports to the Chief Executive Officer. Key functions of the department include:

a. Negotiating procurement pricing and contracts.

b. Monitoring and evaluating supplier performance.

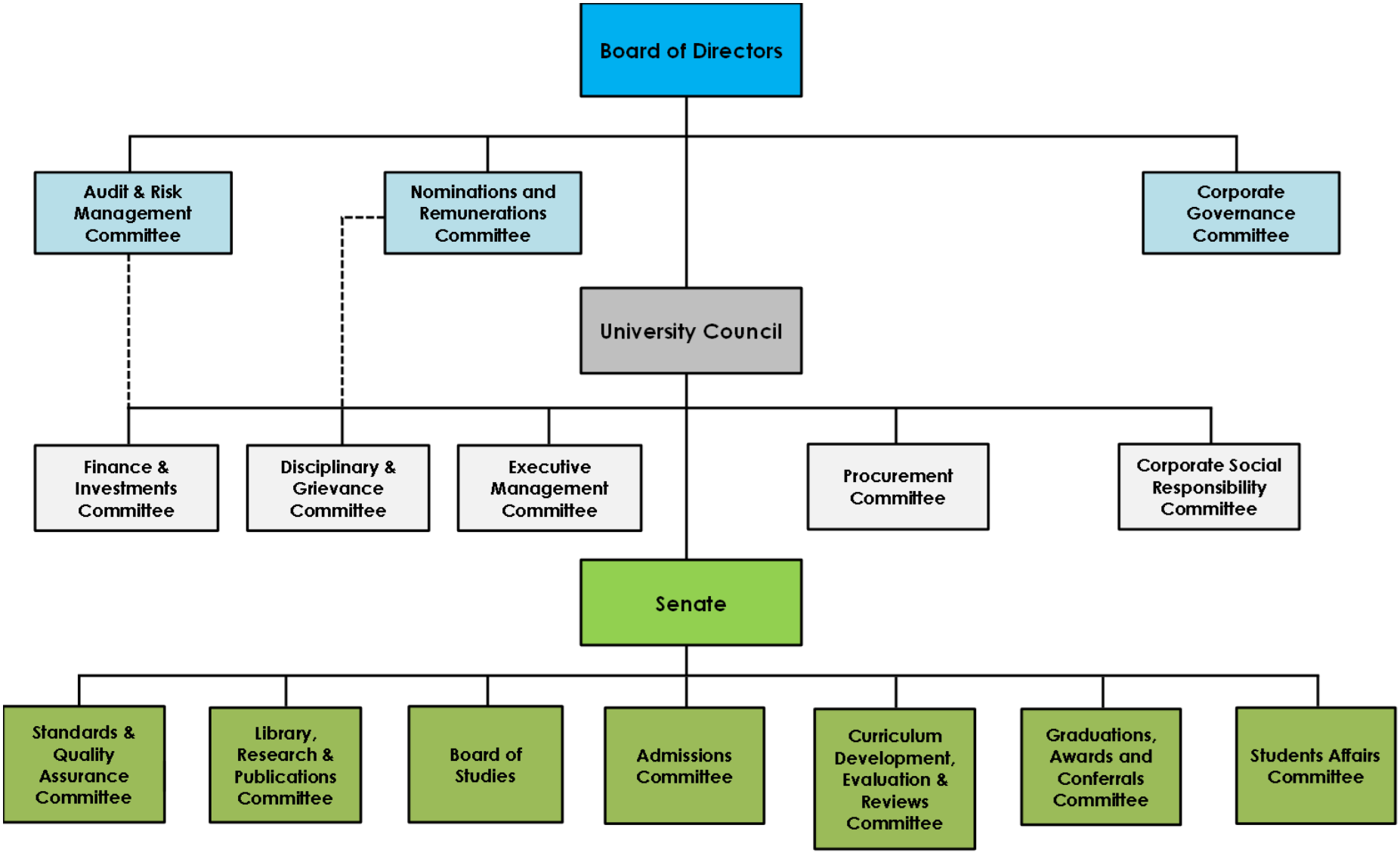
c. Managing the storage of procured goods and ensuring all University units are adequately supplied.

d. Conducting inventory of all University assets and maintaining the Assets Register.

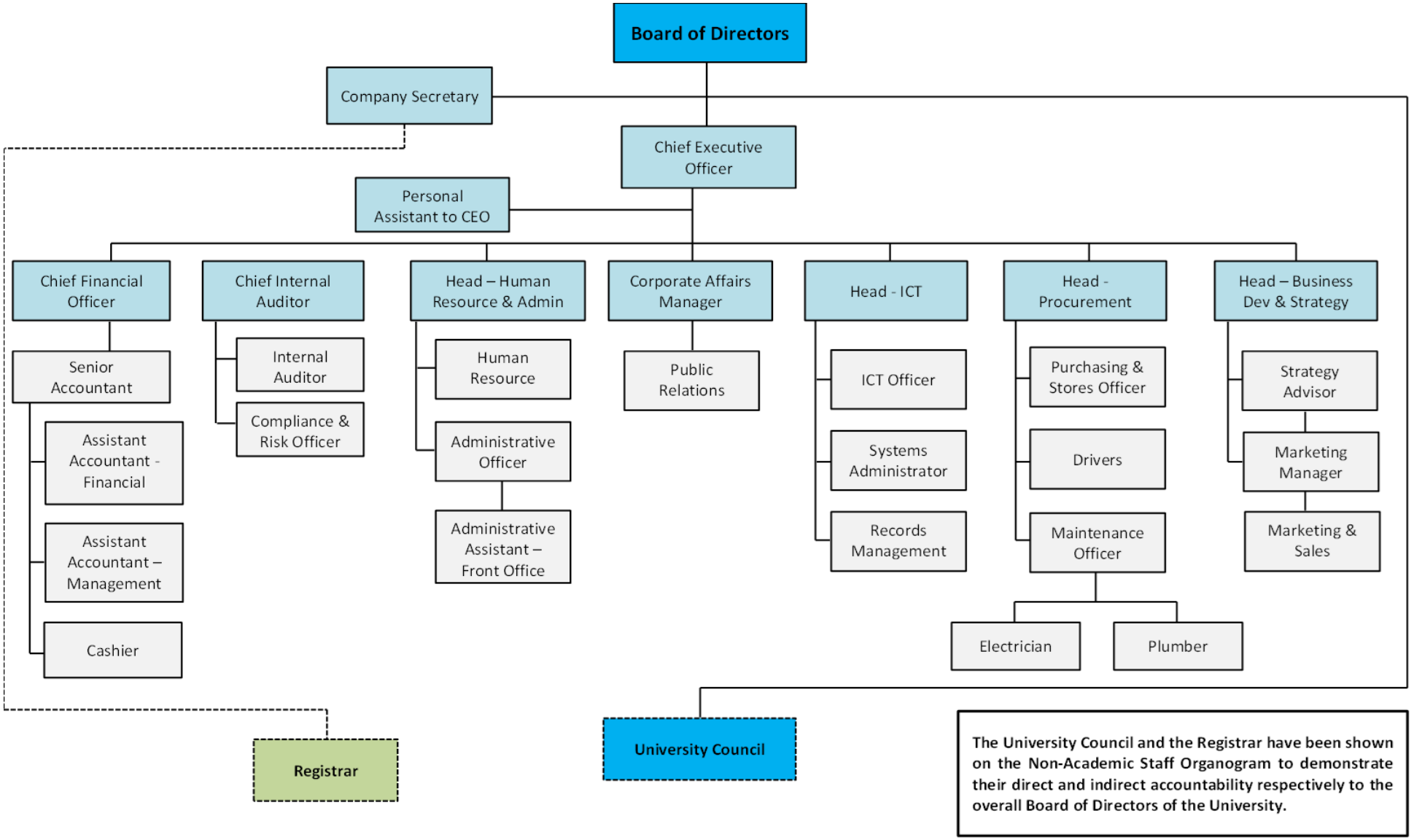
e. Managing the use of University fleet vehicles and ensuring adherence to procedures and policies related to vehicle use.

f. Maintaining and repairing University infrastructure and equipment, ensuring that buildings, fixtures, fittings, and vehicles remain in good condition.

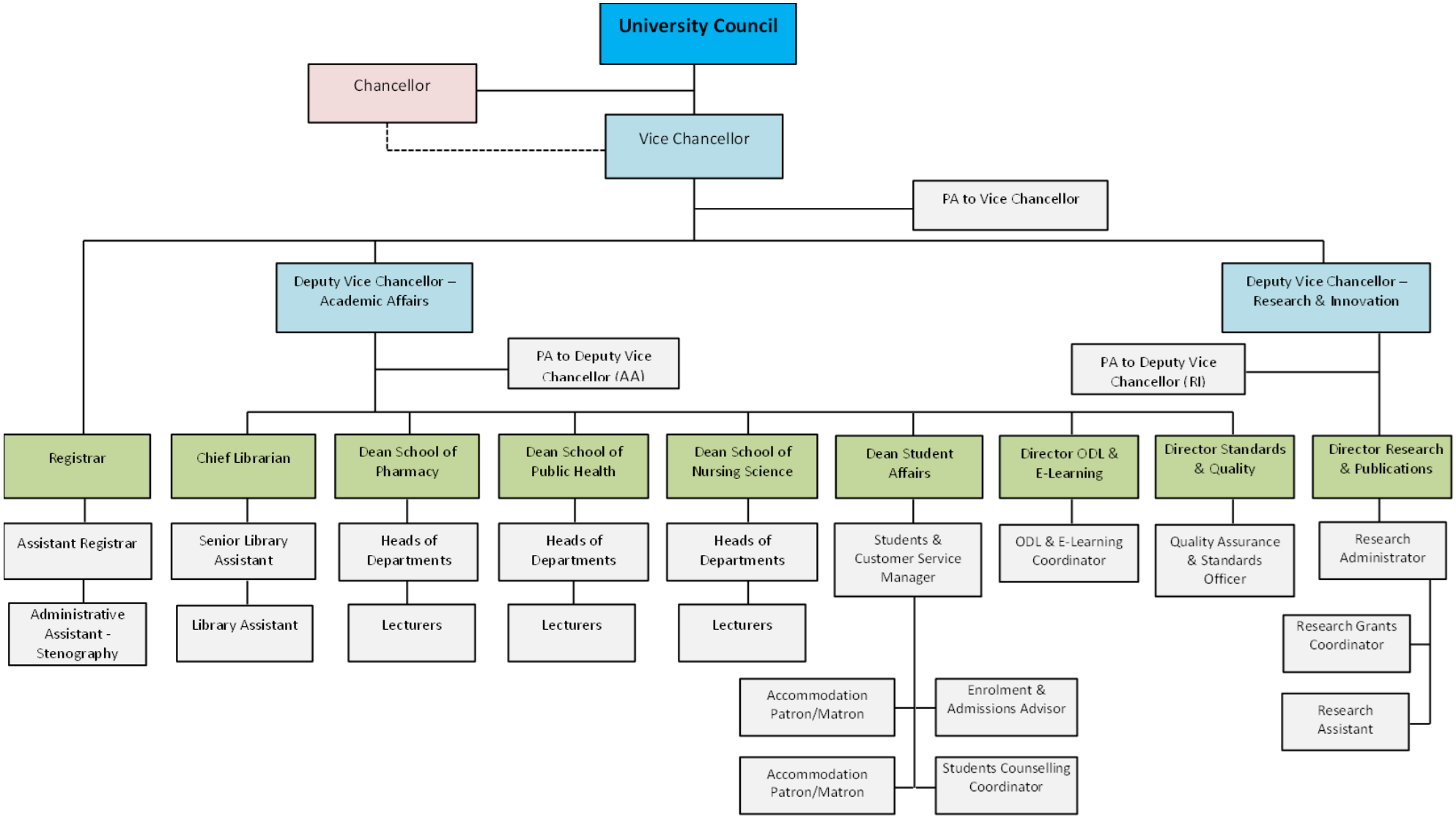
Appendix 1: Corporate and Institutional Governance Committees



Appendix 2: Non-Academic Staff Organogram



Appendix 3: Academic Staff Organogram



Appendix 4: Approved Staff Positions and Compliment

	Position	No.
	ACADEMIC UNIT	
	1. Academic Administration:	
	Chancellor	1
	Vice Chancellor	1
	Personal Assistant to Vice Chancellor	1
	Deputy Vice Chancellor – Academics Affairs	1
	Personal Assistant to Deputy Vice Chancellor (AA)	1
	Deputy Vice Chancellor – Research and Innovation	1
	Personal Assistant to Deputy Vice Chancellor (RI)	1
	Registrar	1
	Assistant Registrar – Academic Affairs	1
	Administrative Assistant – Stenography	1
	Chief Librarian	1
	Library Assistant	2
	2. Directorate of Research, Innovation and Publication:	
	Director – Research and Publications	1
	Research Administrator	1
	Research Grants Coordinator	1
	Research Assistant	1
	3. Directorate of Standards and Quality Assurance	
	Director – Standards and Quality Assurance	1
	Quality Assurance and Standards Officer	1
	4. Directorate of E-Learning and Open Distance Education	
	Director – E-Learning and Open Distance Education	1
	Open Distance Learning and E-Learning Coordinator	1
	E-Learning System Administrator	1
	5. Directorate of Students Affairs	
	Dean of Students	1
	Students and Customer Services Manager	1
	Enrolment and Admissions Coordinator	1
	Students Counselling Coordinator	1
	Health Services Officer	1
	Accommodation Patron/Matron	1
	6. School of Pharmacy	
	Dean – School of Pharmacy	1
	Head of Department – Pharmacy Practice	1
	Head of Department – Pharmacology	1
	Head of Department – Pharmaceutics	1

	Position	No.
	Head of Department – Pharmaceutical and Medical Chemistry	1
	Head of Department – Pharmacognosy	1
	Lecturers	?
7.	**School of Public Health**	
	Dean – School of Public Health	1
	Head of Department – Environmental Health	1
	Head of Department – Epidemiology and Biostatistics	1
	Lecturers	?
8.	**School of Nursing Sciences**	
	Dean – School of Nursing Sciences	1
	Head of Department – Clinical Nursing	1
	Head of Department – Midwifery and Child Health	1
	Lecturers	?
	NON-ACADEMIC UNIT	
9.	**Office of the Chief Executive Officer**	
	Chief Executive Officer	1
	Personal Assistant to the CEO	1
	Corporate Affairs Manager	1
	Public Relations Officer	1
10.	**Human Resource and Administration Department**	
	Head – Human Resource and Administration	1
	Human Resource Officer	1
	Administrative Officer	1
	Administrative Assistant – Front Office	1
11.	**Finance and Accounts Department**	
	Chief Financial Officer	1
	Senior Accountant	1
	Assistant Accountant – Financial Accounting	1
	Assistant Accountant – Management Accounting	1
	Cashier	1
12.	**Internal Audit and Risk Management Department**	
	Chief Internal Auditor	1
	Internal Auditor	2
	Compliance and Risk Officer	1
13.	**Procurement, Logistics and Maintenance Department**	
	Head – Procurement	1
	Purchasing and Stores Officer	1
	Maintenance Officer	1
	Driver	3
	Electrician	1

	Position	No.
	Plumber	1
14.	**Business Development and Marketing Department**	
	Head – Business Development and Strategy	1
	Marketing Manager	1
	Strategy Advisor	1
	Marketing and Sales Executives	3
15.	**Information and Communication Technology Department**	
	Head – Information and Communication Technology	1
	ICT Officer	1
	Systems Administrator	1
	Records Management Officer	1
	Total Staff Compliment	?