



## BOTSWANA OPEN UNIVERSITY

### STATUTES

<b>Approving Authority</b>	Council
<b>Date of Approval</b>	19/07/18
<b>Version #</b>	4
<b>Effective Date</b>	01/04/21
<b>Date last reviewed</b>	25/03/21
<b>Revision date(s)</b>	11/04/19; 07/11/19
<b>Responsible Officer</b>	Vice Chancellor
<b>Document URL</b>	

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## PREAMBLE

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**WHEREAS** it is necessary to provide for the proper and effective management of the Botswana Open University taking into account corporate governance best practices in higher education;

**NOW THEREFORE** in exercise of the powers conferred under Section 32 of the Botswana Open University Act [Cap 57:03], the University Council hereby makes the following Statutes:

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## STATUTE I: PRELIMINARY / INTERPRETATION

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### 1.1 Enactment, Commencement and Citation

- 1.1.1 **Enactment:** These Statutes are enacted by Council pursuant to the provisions of Section 32 of the Act.
- 1.1.2 **Citation:** These Statutes may be cited as Botswana Open University Statutes.
- 1.1.3 **Commencement:** These Statutes shall come into force and effect on a date to be determined by Council.

### 1.2 Interpretation of Statutes

- 1.2.1 Authority for the interpretation of these Statutes is vested in the Vice Chancellor.
- 1.2.2 Any dispute as to the interpretation or application of these Statutes shall be referred in the first instance in writing to the Vice Chancellor. In the event a party remains aggrieved by the interpretation of these Statutes, the aggrieved party may appeal the interpretation to Council.
- 1.2.3 Such appeal must be made in writing within thirty (30) days of the decision of the Vice Chancellor and contain comprehensive grounds for appeal and addressed to the Chairperson of Council with a copy to the Vice Chancellor. The appeal shall be included in the Agenda of the next scheduled meeting of Council, and the decision of Council in respect of the appeal shall be final.

### 1.3 Definitions and Interpretations

Unless the context requires otherwise, the following and any other terms used in the Statutes shall retain the same meaning defined in the Act:

- 1.3.1 "Academic staff" means an employee of the University whose terms and conditions of service include the obligation to undertake teaching, research and service;
- 1.3.2 "Academic year" means a period of two semesters of learning, instruction and assessment;
- 1.3.3 "Act" means the Botswana Open University Act of 2017;
- 1.3.4 "Alumni" means former students of the tertiary programmes delivered by the University and its precursor;

- 1.3.5 "Award" means a degree, diploma, certificate or other mark of recognition granted by the University following satisfactory completion of approved programmes and/or supervised research under such conditions as may be determined by the Senate from time to time;
- 1.3.6 "Centre", however designated, means an academic or administrative unit of the University;
- 1.3.7 "Chairperson" means the person appointed in accordance with Section 9 (1) of the Act who presides over meetings of Council or occupies a position of leadership and shall be understood to be gender neutral;
- 1.3.8 "Chancellor" means the person holding the office of Chancellor in accordance with Section 7 of the Act;
- 1.3.9 "Council" means the Council of the University established under Section 10 of the Act;
- 1.3.10 "Dean" means an academic member of staff of the University appointed to head a School or any person designated as such by Council;
- 1.3.11 "Degree" means a qualification conferred by the University;
- 1.3.12 "Department" means either an academic department of the University in which one or more programmes of study are offered, or an administrative department;
- 1.3.13 "Deputy Vice Chancellor" means a person appointed in terms of Section 8 (3) of the Act;
- 1.3.14 "Director" means the head of an institute, a research centre, an administrative department or a unit as provided for in the Statutes or any person designated as such by Council;
- 1.3.15 "Division" means one of the main parts into which the University's organisational structure is arranged and comprises a collection of related functions headed by a Deputy Vice Chancellor;
- 1.3.16 "Executive Management" means the Vice Chancellor and Deputy Vice Chancellors;
- 1.3.17 "External Examiner" means an academic who is appointed from outside the University for purposes of providing independent expert opinion on the quality of assigned University programmes and student performance;
- 1.3.18 "Graduate" means a graduate of the University in accordance with the Act;
- 1.3.19 "Head of Department" means an academic member of staff appointed by the Vice Chancellor to head an academic department;
- 1.3.20 "Institute" means an organizational body of the University established to undertake research in a specific area and having several departments;
- 1.3.21 "Lecturer" means a member of staff who is appointed as a Professor, Associate Professor, Senior Lecturer, Lecturer, or a person designated or recognised as such by Council on the recommendation of Senate;
- 1.3.22 "Minister" means the Minister responsible for tertiary education;
- 1.3.23 "Open Schooling" means any range of flexible approaches, using open and distance learning methods, to provide structured opportunities for studying at secondary level;
- 1.3.24 "Professor" means an associate professor or a full professor of the University;
- 1.3.25 "Quorum" means the minimum number of members that must be present to constitute a valid meeting and, except where otherwise specified by the Statutes, the quorum of every committee shall be fifty percent (50%) of the membership thereof;

- 1.3.26 "Regional Campus" means an area of land and buildings belonging to the University which is physically separate from Headquarters and which provides academic and administrative services to students in a distinct part of the country;
- 1.3.27 "Regulations" means a legislative instrument made pursuant to the Act and these Statutes and whose primary purpose is to define procedures and processes concerning the subject matter described in these Statutes;
- 1.3.28 "School", however designated, means an academic unit established under the Statutes for the main purpose of teaching, programme development and delivery, research and service but, for administrative purposes, may be divided into constituent departments and research centres;
- 1.3.29 "Secretary" means a person appointed in terms of Section 20 (1) of the Act;
- 1.3.30 "Senate" means a body established under Section 21 of the Act;
- 1.3.31 "Statutes" are primary legislative instruments of the University made by Council under Section 32 of the Act;
- 1.3.32 "Student" means a person who is validly registered by the University for a course of study or research or any other person designated as such by Council on the recommendation of Senate;
- 1.3.33 "Support Staff" means an employee of the University whose terms and conditions of service do not include the primary obligation to undertake teaching and research;
- 1.3.34 "the University" means the Botswana Open University;
- 1.3.35 "Vice Chancellor" means a person appointed pursuant to Section 8 (1) of the Act or any person acting in that capacity.
- 1.4 Words defined in these Statutes shall retain the same meaning in the Regulations, unless the context requires otherwise.
- 1.5 Nothing in these Statutes shall be interpreted in such a manner as to conflict with the provisions of the Act and where such conflict occurs the provisions of the Act shall take precedence.

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## STATUTE II: OFFICERS, EMPLOYEES AND AGENTS OF THE UNIVERSITY

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### 2.1 The Chancellor

- 2.1.1 The President of the Republic of Botswana or such eminent person as may be appointed by the President shall be Chancellor of the University.
- 2.1.2 A person appointed as Chancellor by the President under the Act shall hold office for a period of five years, and shall be eligible for reappointment for one more terms of five years.
- 2.1.3 The Chancellor shall be the titular head of the University and shall be its ambassador, promoting goodwill and mobilising resources for the University.
- 2.1.4 The Chancellor shall preside over ceremonial assemblies of the University, confer awards of the University and perform and exercise other functions and powers as described in the Act.
- 2.1.5 In the absence of the Chancellor or during a vacancy in the office of the Chancellor, the Chairperson of the University Council shall act as Chancellor.

### 2.2 Chairperson and Vice Chairperson of the University Council

- 2.2.1 The Chairperson shall be appointed by the President. Where the Chancellor is not the President, the Chairperson shall be appointed by the President on the recommendation of the Chancellor in consultation with the University Council.
- 2.2.2 The Chairperson shall:
  - 2.2.2.1 Provide leadership to the University Council;
  - 2.2.2.2 Convene and chair meetings of the University Council;
  - 2.2.2.3 Ensure the effectiveness of the University Council;
  - 2.2.2.4 Act as the representative and spokesperson of the University Council; and
  - 2.2.2.5 Subject to such restrictions and directions as Council may impose, act for and take decisions on behalf of Council where it is not feasible or practicable to convene a meeting of Council or the Council Executive Committee for that purpose and with specific authority from Council.
- 2.2.3 Vice Chairperson of Council
  - 2.2.3.1 The Vice Chairperson shall be elected by Council from amongst its members who are not employees or students of the University.
  - 2.2.3.2 The Vice Chairperson shall act as Chairperson in the absence of the Chairperson.



## 2.3 Vice Chancellor

- 2.3.1 The Vice Chancellor shall be appointed by the Minister in consultation with Council and Senate.
- 2.3.2 Subject to the Act and these Statutes, the Vice Chancellor shall be the Chief Executive Officer of the University and shall have overall responsibility for, inter alia:
- 2.3.2.1 Academic and administrative leadership of the University;
  - 2.3.2.2 Formulation and direction of policy and institutional planning;
  - 2.3.2.3 Achievement of the objects and mission of the University;
  - 2.3.2.4 Resource mobilization and management; and
  - 2.3.2.5 Monitoring and evaluation of the performance of the University.
- 2.3.3 The Vice Chancellor shall be responsible to Council for maintaining and promoting the reputation and good order, efficient and effective processes and procedures of the University, and shall have all such powers as are necessary or expedient for the performance of these duties, and may establish such committees as s/he may deem necessary.
- 2.3.4 The Vice Chancellor shall, subject to the Act and these Statutes, have overall direction and responsibility over the academic and administrative work of the University and shall perform such other duties as may be assigned by Council.
- 2.3.5 Subject to such regulations as Council may approve, the Vice Chancellor may, in the performance of his / her duties, by order:
- 2.3.5.1 Prohibit the admission as a student of any person to the University;
  - 2.3.5.2 Prohibit, for such period as shall be specified, any student from attending classes or a particular class;
  - 2.3.5.3 Prohibit any student from entering or remaining on such part or parts of the University premises as shall be specified;
  - 2.3.5.4 Dismiss or suspend for such period as shall be specified any student or group of students; and
  - 2.3.5.5 Take any other action against any student as he or she may in the circumstances deem appropriate.
- 2.3.6 The Vice Chancellor shall appoint a disciplinary committee, with such membership as is deemed appropriate, to assist in the performance of his/her duties under this Statute.
- 2.3.7 Subject to the Act and to these Statutes, the Vice Chancellor may delegate such powers, duties or functions as is deemed fit and prescribe conditions governing the exercise of any delegated power, duty or functions, provided that, in the absence of express provision made by him/her, power delegated shall not include power to sub-delegate.
- 2.3.8 The Vice Chancellor shall by virtue of his office be a member of every School and of every other entity of the University established by or under the Statutes and of every board or committee appointed by Council or Senate except that he/she shall not be a member of a Committee established to advise on his/her appointment or removal or a Council committee responsible for Audit.

- 2.3.9 The Vice Chancellor and the Deputy Vice Chancellors shall together constitute an Executive Management Team for the University to provide executive leadership to the University. For the purposes of this Statute, the Executive Management Team shall meet regularly and at such times and places as the Vice Chancellor may determine.

## **2.4 Acting Vice Chancellor**

- 2.4.1 Where the position of the Vice Chancellor becomes vacant, or in the event of an absence beyond 30 working days, or where the Vice Chancellor is for any reason unable to perform the functions assigned, there shall be appointed by Council one of the Deputy Vice Chancellors, or if no Deputy Vice Chancellor is available, any suitable member of University staff to act as Vice Chancellor.
- 2.4.2 In the routine absence of the Vice Chancellor, the Vice Chancellor shall appoint the Acting Vice Chancellor.

## **2.5 Deputy Vice Chancellors**

- 2.5.1 The Deputy Vice Chancellors shall be responsible to the Vice Chancellor for providing leadership through policy formulation and planning, management and administration in their respective areas of responsibility.
- 2.5.2 By virtue of his/her office, a Deputy Vice Chancellor shall be a member of such other committees of Council and Senate as may from time to time be prescribed in these Statutes except that s/he shall not be a member of a Committee established to advise on his/her appointment or removal or a committee responsible for Audit.

## **2.6 Appointment of Vice Chancellor and Deputy Vice Chancellors**

- 2.6.1 Appointment of Vice Chancellor
- 2.6.1.1 The Vice Chancellor shall be appointed on such terms and conditions as determined by the Minister in consultation with Council.

- 2.6.2 Appointment of Deputy Vice Chancellors
  - 2.6.2.1 The Deputy Vice Chancellors shall be appointed on such terms and conditions as determined by Council.
- 2.6.3 No person shall be appointed Vice Chancellor or Deputy Vice Chancellor unless s/he possesses such qualifications and experience as the Council may prescribe. In the case of Vice Chancellor, no person shall be recommended for appointment to the Minister as Vice Chancellor unless s/he possesses such qualifications and experience as Council may prescribe.
- 2.6.4 The Vice Chancellor or Deputy Vice Chancellor shall hold office for a maximum of two consecutive five-year terms.
- 2.6.5 The Vice Chancellor or Deputy Vice Chancellor shall cease to hold office either on resignation, removal or such other cause as may legally be permissible.
- 2.6.6 Notwithstanding the provisions of these Statutes, Council may recommend to the Minister the removal of the Vice Chancellor from office at any time for:
  - 2.6.6.1 Misconduct or incompetence; or
  - 2.6.6.2 Such conflict of interest as, in the opinion of the Minister on the recommendation of Council, warrants his/her removal from office.

## **2.7 Procedure for Recruitment and Appointment of the Vice Chancellor and Deputy Vice Chancellors**

- 2.7.1 The recruitment process for the Vice Chancellor and Deputy Vice Chancellors shall be as follows:
  - 2.7.1.1 A decision to recruit and advertise shall be made by the University Council.
  - 2.7.1.2 Candidates shall be required to submit, together with their applications, a statement detailing their achievements and their vision for the University.
  - 2.7.1.3 Candidates shall be required to undergo appropriate tests and assessment as may be prescribed by the Joint Committee of Council and Senate as constituted in Statute 6.8.
  - 2.7.1.4 The Joint Committee shall shortlist, interview and recommend to Council accordingly.
  - 2.7.1.5 In the case of the Vice Chancellor, Council shall make recommendations to the Minister regarding the appointment of the Vice Chancellor and the renewal/non-renewal of his/her contract.
  - 2.7.1.6 Should the normal process of recruitment not yield a suitable candidate, the Joint Committee may, on the authority of Council, search for a candidate through headhunting.
  - 2.7.1.7 Notwithstanding the above, Council, as the appointing authority, reserves the power to redeploy staff at DVC level as it deems fit. The recommendation for redeployment

shall be fully justified by indicating why the proposed redeployment is in the best interest of the University.

## **2.8 Procedure for Consideration of a New Contract of Employment for the Vice Chancellor and Deputy Vice Chancellors**

- 2.8.1 At least 12 months prior to the expiry of a Vice Chancellor or Deputy Vice Chancellor's term of office, the Vice Chancellor or Deputy Vice Chancellor shall notify Council through the Chairperson of Council or Vice Chancellor, as the case may be, in writing, of the desire to be granted a new contract or not.
- 2.8.2 If the Vice Chancellor or Deputy Vice Chancellor does not wish to be granted a new contract, a search as outlined in the Procedure for Appointment of the Vice Chancellor and Deputy Vice Chancellors shall commence at once, unless Council decides otherwise.
- 2.8.3 If the Vice Chancellor or Deputy Vice Chancellor wishes to be granted a new contract, Council shall set up a Review Committee consisting of members of Council and Senate to review the performance of the incumbent with a view to recommending to Council the award or not of a new contract for the incumbent Vice Chancellor or Deputy Vice Chancellor.
- 2.8.4 The Committee shall proceed to evaluate the performance of the incumbent on the basis of the following information:
  - 2.8.4.1 Self-assessment
  - 2.8.4.2 Annual appraisal reports
  - 2.8.4.3 Assessment by supervisor
  - 2.8.4.4 Assessment by supervisees
  - 2.8.4.5 Any other relevant information as set by Council
- 2.8.5 The Review Committee shall evaluate the information received and shall be at liberty to interview the Vice Chancellor or Deputy Vice Chancellor. The Review Committee shall then recommend to Council either that the incumbent be granted a new contract or that the new contract be denied and a search be conducted.
- 2.8.6 The Review Committee shall consist of:
  - 2.8.6.1 A Chairperson, who is not the Chairperson of Council, appointed by Council from among those of its members who are not employees of the University;
  - 2.8.6.2 Three members of Council, two of whom are not employees of the University and one who is an employee of the University;
  - 2.8.6.3 Three members appointed by Senate, one of whom shall be a Professor;
  - 2.8.6.4 One Director;
  - 2.8.6.5 One Deputy Vice Chancellor in the case of Vice Chancellor; and
  - 2.8.6.6 A representative of the University recognised Unions.
  - 2.8.6.7 In the case of review of Deputy Vice Chancellor, the Vice Chancellor shall also be a member.

- 2.8.7 The appointment of each person to the Review Committee shall be conditional on agreement to maintain in confidence the information discussed by the Review Committee, except on issues where the Review Committee decided otherwise.
- 2.8.8 Where a member of the Review Committee ceases to be a member for any reason, a successor shall be chosen in the same manner as the person withdrawing. However, the Review Committee may advise on the desirability of such replacement depending on the stage reached in its deliberations.
- 2.8.9 The Secretary to Council shall be Secretary to the Review Committee.
- 2.8.10 The Review Committee shall be discharged on offer of contract to the Vice Chancellor or Deputy Vice Chancellor or on advertisement of the position.
- 2.8.11 If the decision of Council is to conduct a search, the procedures for appointment of Vice Chancellor or Deputy Vice Chancellor shall apply.
- 2.8.12 The procedures outlined above shall apply only where the term of office of a Vice Chancellor or Deputy Vice Chancellor is due to come to an end by lapse of time.
- 2.8.13 The Committee shall present to Council a report on the recruitment with a recommendation for consideration by Council.

## 2.9 The Secretary to Council

- 2.9.1 There shall be a Secretary to Council appointed by Council in terms of Section 20 of the Act who shall be responsible for the management of the University Council and its committee structures.
- 2.9.2 When a vacancy occurs in the membership of Council, the Secretary shall notify the appointing or electing person or body, as appropriate, requesting the appointment or election of a successor to the vacant office, in accordance with Section 10 of the Act.
- 2.9.3 The Secretary shall, where appropriate, arrange the conduct of all elections to Council, its committees, and such other organs of the University as shall be determined from time to time by the Council or Vice Chancellor as the case may be. For this purpose, the Secretary shall be the Elections Officer.
- 2.9.4 In the absence of the Secretary appointed in terms of Section 20 of the Act as aforesaid, Council may appoint any suitably qualified person to act as Secretary.

## 2.10 Internal Auditor

- 2.10.1 Council shall appoint an Internal Auditor for the University provided that the person so appointed shall be, in the opinion of Council, a qualified and experienced certified Internal Auditor.
- 2.10.2 The Internal Auditor appointed in accordance with Statute 2.10.1 may require:
- 2.10.2.1 Any member, servant or agent of the University to produce such material information in regard to any transaction of the University or the management of its affairs as such member, servant or agent is reasonably able to provide; and
  - 2.10.2.2 The production for inspection by the Internal Auditor of any book or document relating to the affairs of or any cash or securities belonging to the University by the member, servant or agent of the University in possession of such book, document, cash or securities.
- 2.10.3 The Internal Auditor shall report functionally to Council and administratively to the Vice Chancellor. The Internal Auditor shall, inter alia:
- 2.10.3.1 Periodically review and assess the adequacy of the internal controls relating to the operations of the University; and
  - 2.10.3.2 Make such recommendations as appropriate to the Audit, Risk and Compliance Committee.

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## STATUTE III: THE UNIVERSITY SEAL

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### 3.1 Custody of the University Seal

The University Seal shall be kept by the Vice Chancellor or such other person as Council may determine under Section 12 (2) (b) of the Act.

### 3.2 Form of Seal

- 3.2.1 The University Seal shall be affixed to leases, contracts and agreements to which the University is a party, and to parchments issued in respect of any award conferred by the authority of the Senate; provided however, that it is specifically recorded that any failure by the University to affix the University Seal shall not affect the enforcement of such lease, contract or agreement in any manner whatsoever.
- 3.2.2 Except as may otherwise be provided in these Statutes, the University Seal shall be used only as the Council may prescribe by resolution.

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## STATUTE IV: COUNCIL

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### 4.1 Establishment of Council

Council, established in terms of Section 10 (1) of the Act, is the governing body of the University.

### 4.2 Membership of Council

4.2.1 The Council membership, as provided under Section 10 (2) of the Act, shall be constituted with due attention to diversity of skills, competencies, experience and gender balance and shall include:

4.2.1.1 The Chairperson;

4.2.1.2 The Vice Chancellor;

4.2.1.3 A Deputy Vice Chancellor appointed by Council;

4.2.1.4 Three (3) persons who are public officers, appointed by the Minister;

4.2.1.5 Four (4) persons nominated by the Chancellor;

4.2.1.5.1 One (1) of whom shall be a representative of civil society;

4.2.1.5.2 Three (3) of whom shall be representatives of the private sector;

4.2.1.6 One (1) person who is not a resident of Botswana appointed by the Minister by reason of his/her special knowledge and competence in tertiary education or distance and open learning;

4.2.1.7 One (1) former graduate of the University or the legacy institution, who is not a serving member of staff of the University, elected by former students of the University;

4.2.1.8 Two (2) members of Senate elected by Senate, one of whom shall be a Professor and the other a Dean of a School of the University;

4.2.1.9 One (1) non-Senate member of the academic staff elected by members of the academic staff;

4.2.1.10 One (1) member of the support staff elected by the support staff of the University;

4.2.2 In accordance with the Act and Statutes:

4.2.2.1 A member shall hold office for a period not exceeding three years as may be specified in the letter of appointment and shall be eligible for reappointment for two further terms.

4.2.2.2 The Council shall meet at least three (3) times in a year to transact its business.

4.2.2.3 The quorum shall be 50% of the total members.

4.2.2.4 Council shall regulate its meetings accordingly.

#### 4.3 Establishment of Council Committees

Council may, in addition to any committee set out herein, establish any other committee, which it considers necessary or desirable to achieve its objectives and carry out fully its mandate in terms of the Act. Council may co-opt experts into committees as and when necessary.

#### 4.4 Validity of Acts

No act of Council or of any Committee thereof shall be invalidated by any vacancy in its membership or defects in the appointment or election of any of its members.

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### STATUTE V: PROCEDURES FOR APPOINTMENT AND ELECTION OF MEMBERS OF COUNCIL

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#### 5.1 Application of Procedures

5.1.1 The following are procedures for appointing and electing members of Council.

5.1.1.1 These procedures are made under Statute 4.2.1 and shall apply only in the appointment of those members mentioned in Statute 4.2.1.7, 4.2.1.8, 4.2.1.9 and 4.2.1.10. Elections conducted for membership of Council under these Statutes (4.2.1.7, 4.2.1.8, 4.2.1.9 and 4.2.1.10) shall be conducted by secret ballot.

#### 5.2 Election of Senate Members to Council

5.2.1 When a vacancy relating to a Senate member in Council occurs, the Secretary to Council shall notify, in writing, the Secretary to Senate who shall invite nominations of those members of Senate who satisfy the requirements for the position as stipulated in Section 10 (2) (g) of the Act.

5.2.2 The Secretary to Senate shall, immediately following the close of nominations, announce the names of the nominated candidates.

5.2.3 Where a nominated candidate is unopposed, the candidate shall be deemed to have been duly elected to represent Senate in Council.

5.2.4 Where more than one candidate has been nominated, the Secretary to Senate shall cause an election to be held. The Secretary to Senate shall, within a reasonable time, inform members of Senate of the date, venue and time at which the election shall be held. Each candidate shall be entitled, either personally or through his/her representative, to attend the entire process of voting and counting of votes.

5.2.5 Elections shall be conducted by way of a secret ballot.



- 5.2.6 The opening of the ballot box and the counting of the ballots shall be done by the Secretary to Senate (or his/her representative), in the presence of the candidates or their representatives, if they so wish.
- 5.2.7 The candidate with the highest number of votes shall be declared duly elected.
- 5.2.8 Any candidate who is aggrieved over the conduct of the election may submit a written complaint to the Chairperson of Senate within five (5) working days of the release of the election results.
- 5.2.9 The decision of the Chairperson of Senate on whether or not there should be a re-run of the election shall be final.

### 5.3 Election of a Member of the Academic Staff to Council

- 5.3.1 When a vacancy relating to membership of the academic staff in Council occurs, the Secretary to Council shall, in writing, notify the academic staff of the vacancy inviting them to submit nominations for the vacancy.
- 5.3.2 The Secretary to the Council shall, immediately following the close of nominations, announce to the academic staff the names of the nominated candidates.
- 5.3.3 Where a nominated candidate is unopposed, s/he shall be deemed to have been duly elected to represent the academic staff in Council.
- 5.3.4 Where more than one candidate has been nominated, the Secretary to Council shall cause an election to be held. The Secretary to Council shall, within a reasonable time, inform members of the academic staff of the date, venue and time at which the election shall be held. Each candidate shall be entitled, either personally or through his/her representative, to attend the entire process of voting and counting of votes.
- 5.3.5 The election shall be conducted by way of a secret ballot.
- 5.3.6 The opening of the ballot box and the counting of the ballots shall be done by the Secretary to Council (or his/her representative). Each candidate shall be entitled, either personally or through a representative, to attend the entire process of voting and counting of ballots.
- 5.3.7 The candidate with the highest number of votes shall be declared duly elected.
- 5.3.8 Any candidate who is aggrieved over the conduct of the election may submit a written complaint to the Vice Chancellor within five (5) working days of the release of the election results.
- 5.3.9 The decision of the Vice Chancellor on whether or not there should be a re-run of the election shall be final.

#### 5.4 Election of Members of the Support Staff to Council

- 5.4.1 When a vacancy relating to the support staff membership of Council occurs, the Secretary to Council shall, in writing, notify the support staff of the vacancy, inviting them to submit nominations for the vacancy.
- 5.4.2 The Secretary to Council shall, immediately following the close of nominations, announce to the support staff the names of the nominated candidates.
- 5.4.3 Where a nominated candidate is unopposed, s/he shall be deemed to have been duly elected to represent the support staff in Council.
- 5.4.4 Where more than one candidate has been nominated, the Secretary to Council shall cause an election to be held. The Secretary to Council shall, within a reasonable time, inform the support staff of the date, venue and time at which the election shall be held.
- 5.4.5 Elections shall be conducted by way of a secret ballot.
- 5.4.6 The opening of the ballot box and the counting of the ballots shall be done by the Secretary to Council (or his/her representative). Each candidate shall be entitled, either personally or through a representative, to attend the entire process of voting and counting of ballots.
- 5.4.7 The candidate with the highest number of votes shall be declared duly elected.
- 5.4.8 Any candidate who is aggrieved over the conduct of the election may submit a written complaint to the Election Officer within five (5) working days of the release of the election results.
- 5.4.9 The decision of the Election Officer, whether or not there should be a re-run of the election, shall be final.
- 5.4.10 The Secretary to Council shall be the Elections Officer.

#### 5.5 Election of a Former Graduate of the University

- 5.5.1 When a vacancy relating to the membership in Council of the person elected by the Alumni occurs, the Secretary to Council shall notify in writing the Alumni Association of the vacancy, requesting the latter to immediately set in motion preparations for the election of a former student to the vacant position.
- 5.5.2 The Alumni Association shall, within a reasonable time, conduct an election in accordance with its own procedures to select a person to represent the Alumni in Council and forward the name of such person to the Secretary of Council.

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## STATUTE VI: COUNCIL COMMITTEES

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### 6.1 Establishment of Council Committees

- 6.1.1 Subject to Section 18 of the Act, Council shall have power to establish such committees as it deems necessary for the proper carrying out of its functions and the terms of reference for the committees of Council as well as their operating procedures shall be laid down in the operating procedures for Council committees or such other regulations as Council may from time to time prescribe.

### 6.2 Appointment of Committees and Delegation of Powers

For the effective implementation of its responsibilities, Council may:

- 6.2.1 Appoint any committee consisting of members of Council and such other persons as it deems necessary;
- 6.2.2 Authorise any committee appointed under this Statute to act jointly with any committee appointed by Senate; and
- 6.2.3 Delegate any of its powers and functions to any committee appointed under this Statute.

### 6.3 Council Committees

Committees of Council shall be the following:

- 6.3.1 Council Executive Committee
- 6.3.2 Council Planning and Resources Committee
- 6.3.3 Council Human Resources Committee
- 6.3.4 Council Finance and Tender Committee
- 6.3.5 Council Audit, Risk and Compliance Committee
- 6.3.6 Senior Staff Appointments, Promotions and Review Committee
- 6.3.7 Council Staff Appeals Committee
- 6.3.8 Joint Committee of Council and Senate
- 6.3.9 Review Committee of Council and Senate

### 6.3.1 Council Executive Committee

6.3.1.1 Subject to the Act and these Statutes, there shall be established the Council Executive Committee (CEC), which shall comprise the following members of Council:

6.3.1.1.1 Chairperson of Council;

6.3.1.1.2 Vice Chairperson of Council;

6.3.1.1.3 Chairpersons of standing Committees of Council; and

6.3.1.1.4 Vice Chancellor.

6.3.1.2 The Council Executive Committee shall exercise such powers as delegated to it by Council to carry out strategic business of the University between meetings of the Council.

6.3.1.3 The Council Executive Committee is entrusted by Council with the responsibility to ensure that it conducts University business efficiently, effectively, and in a manner that is consistent with the Code of Conduct.

6.3.1.4 All resolutions of the Council Executive Committee are subject to disclosure to and ratification by the Council.

6.3.1.5 The Council Executive Committee has the duty to act with due diligence and in accordance with the Act, Statutes, Council Charter, and the Code of Conduct.

6.3.1.6 The Council Executive Committee has the power to invite other functionaries to attend its meetings or other persons to provide advice, provided such persons shall have no voting right.

6.3.1.7 In between Council meetings the Council Executive Committee may meet as often as might be necessitated by University business.

6.3.1.8 The quorum for the meeting shall be 50% of the members.

6.3.1.9 The term of membership shall be for as long as the members are in office as such.

6.3.1.10 Subject to the Act and these Statutes, the Council Executive Committee shall present to Council, after each Committee meeting, a report that covers the following:

6.3.1.10.1 A summary of the minutes of the Committee;

6.3.1.10.2 Formal resolutions and any other key decisions made by the Committee;

6.3.1.10.3 Key Committee recommendations and any other issues that Council should be informed about.

### 6.3.2 Council Planning and Resources Committee

6.3.2.1 Subject to the Act and Statutes, Council shall establish a Council Planning and Resources Committee (CPRC) with the mandate to advise Council on major strategic issues pertaining to higher-level physical infrastructure planning, including strategic planning, construction, maintenance, and security of physical infrastructure, disaster management and acquisition of major assets.

6.3.2.2 The composition of the Council Planning and Resources Committee comprises the following members:

6.3.2.2.1 Three (3) external members of Council appointed by Council based on appropriateness of their skills, competencies and experience. One of the

- members shall be appointed by Council as the Chairperson of the Committee;
- 6.3.2.2.2 Vice Chancellor;
  - 6.3.2.2.3 Deputy Vice Chancellors;
  - 6.3.2.2.4 At least one non-Council member (not a current University staff member) who is a reputable practising professional with expertise in master planning and/or capital asset management or property development nominated by the Council Chairperson and approved by Council.
- 6.3.2.3 The quorum for the meetings shall be 50% of the members.
  - 6.3.2.4 The Committee shall meet at least three (3) times a year.
  - 6.3.2.5 Tenure of membership shall be a period not exceeding three years, except for the Vice Chancellor and Deputy Vice Chancellors whose term shall be for as long as s/he is in office as such. A member may be eligible for reappointment for two further terms.
  - 6.3.2.6 The Council Planning and Resources Committee shall exercise such powers as delegated by Council in order to carry out strategic business pertaining to planning and resources of the University, including to:
    - 6.3.2.6.1 Ensure the development, implementation and review of the University strategic plan and recommend to Council;
    - 6.3.2.6.2 Ensure that a strategic plan for the development and maintenance of University physical infrastructure is produced and approved by Council;
    - 6.3.2.6.3 Monitor and evaluate the implementation by Management of the University physical infrastructure strategic plan to ensure consistency with the overall University strategic plan, vision, mission and values;
    - 6.3.2.6.4 Recommend for Council approval of proposals for all major building projects and acquisition of all major physical assets;
    - 6.3.2.6.5 Ensure that Management has produced disaster management policies, plans, structures, and procedures that adequately respond to emergencies that may lead to injury to staff and students and/or loss of or damage to University property.
  - 6.3.2.7 Subject to the Act and these Statutes, the Council Planning and Resources Committee shall present to Council, after each Committee meeting, a report that covers the following:
    - 6.3.2.7.1 A summary of the minutes of the Committee;
    - 6.3.2.7.2 Formal resolutions and any other key decisions made by the Committee;
    - 6.3.2.7.3 Key Committee recommendations and any other issues that the Council should be informed about.

### 6.3.3 Council Human Resources Committee

- 6.3.3.1 Subject to the Act and Statutes, Council shall establish a Council Human Resources Committee (CHRC) whose membership shall comprise the following:
- 6.3.3.1.1 Three (3) external members of Council appointed by Council based on appropriateness of their skills, competencies and experience. One of the members shall be appointed by Council as the Chairperson of the Committee;
  - 6.3.3.1.2 One non-Council member (not a current University staff member) who is a reputable practising professional HR expert nominated by the Council Chairperson and approved by Council;
  - 6.3.3.1.3 Vice Chancellor;
  - 6.3.3.1.4 Deputy Vice Chancellor - Corporate Services.
- 6.3.3.2 The quorum for the meetings shall be 50% of the members.
- 6.3.3.3 The Committee shall meet at least three (3) times a year.
- 6.3.3.4 Tenure of membership shall be a period not exceeding three years, except for the Vice Chancellor and the Deputy Vice Chancellor whose term shall be for as long as s/he is in office as such. A member may be eligible for reappointment for two further terms.
- 6.3.3.5 The primary purpose of the Council Human Resources Committee shall be to ensure that Council meets its obligations pertaining to HR strategy and policies, terms and conditions of service, recruitment, compensation and performance management and, in so doing, shall exercise powers and functions delegated by Council, including to:
- 6.3.3.5.1 Establish, maintain and review competitive market-related compensation policies;
  - 6.3.3.5.2 Establish, maintain and review HR strategy and long-term needs of the University, including executive succession plan;
  - 6.3.3.5.3 Establish, maintain and review conditions of service to ensure that they attract, motivate and retain talent;
  - 6.3.3.5.4 Receive for consideration and approval by Council, policies and procedures pertaining to Safety, Health and Environment;
  - 6.3.3.5.5 Produce and submit regular annual reports on human resources needs of the University.
- 6.3.3.6 Subject to the Act and these Statutes, the Council Human Resources Committee shall present to Council, after each Committee meeting, a report that covers the following:
- 6.3.3.6.1 A summary of the minutes of the Committee;
  - 6.3.3.6.2 Formal resolutions and any other key decisions made by the Committee;
  - 6.3.3.6.3 Key Committee recommendations and any other issues that Council should be informed about.

### 6.3.4 Council Finance and Tender Committee

- 6.3.4.1 Subject to the Act and Statutes, Council shall establish a Council Finance and Tender

- Committee of Council (CFTC) whose membership shall comprise the following:
- 6.3.4.1.1 Three (3) external members of Council appointed by Council based on appropriateness of their skills, competencies and experience. One of the members shall be appointed by Council as the Chairperson of the Committee;
  - 6.3.4.1.2 One non-Council member (not current University staff member) who is a reputable practising professional financial and/or commercial expert nominated by the Council Chairperson and approved by Council;
  - 6.3.4.1.3 Vice Chancellor;
  - 6.3.4.1.4 Deputy Vice Chancellor - Corporate Services.
- 6.3.4.2 The quorum for the meetings shall be 50% of the members.
- 6.3.4.3 The Committee shall meet at least three (3) times a year.
- 6.3.4.4 Tenure of membership shall be a period not exceeding three years, except for the Vice Chancellor and the Deputy Vice Chancellor whose term shall be for as long as s/he is in office as such. A member may be eligible for reappointment for two further terms.
- 6.3.4.5 The Council Finance and Tender Committee is entrusted by Council with the responsibility to:
- 6.3.4.5.1 Ensure that the University's financial business is conducted efficiently, effectively, and in a manner that is consistent with international financial practices and standards;
  - 6.3.4.5.2 Review policies pertaining to financial management and reporting standards and recommend amendments for fostering financial control and administrative efficiency;
  - 6.3.4.5.3 Determine tuition and other fees on an annual basis;
  - 6.3.4.5.4 Oversee the internal tender process and make recommendations to Council as appropriate;
  - 6.3.4.5.5 Review and recommend to Council the University's Annual Budget;
  - 6.3.4.5.6 Oversee the Strategy and Plan for the generation of third stream income;
  - 6.3.4.5.7 Advise and make appropriate recommendations to Council on any matters with significant financial repercussions to the University;
  - 6.3.4.5.8 Carry out any such functions as may be delegated or assigned by Council.
- 6.3.4.6 Subject to the Act and these Statutes, the Council Finance and Tender Committee shall present to Council, after each Committee meeting, a report that covers the following:
- 6.3.4.5.1 A summary of the minutes of the Committee;
  - 6.3.4.5.2 Formal resolutions and any other key decisions made by the Committee;
  - 6.3.4.5.3 Key Committee recommendations and any other issues that Council should be informed about.

### **6.3.5 Council Audit, Risk and Compliance Committee**

- 6.3.5.1 Subject to the Act and Statutes, Council shall establish an Audit, Risk and Compliance Committee of Council (CARCC) whose membership shall comprise the following:

- 6.3.5.2 Four (4) external members of Council appointed by Council based on appropriateness of their skills, competencies and experience. One of the members shall be appointed by Council as the Chairperson of the Committee;
- 6.3.5.3 One non-Council member (not current University staff member) who is a reputable practising professional financial and/or risk management expert nominated by the Council Chairperson and approved by Council;
- 6.3.5.4 The Vice Chancellor and Deputy Vice Chancellors shall be in attendance at meetings of the CARCC but shall have no voting right.
- 6.3.5.5 The quorum for the meetings shall be 50% of the members.
- 6.3.5.6 The Committee shall meet at least three (3) times a year.
- 6.3.5.7 Tenure of membership shall be a period not exceeding three years. A member may be eligible for reappointment for two further terms.
- 6.3.5.8 In terms of the Act and Statutes and under the general direction of Council, the Audit, Risk and Compliance Committee has delegated power to carry out and/or authorise investigations into all matters under its purview and to seek and retain independent counsel for the furtherance of such investigations.
- 6.3.5.9 Within its scope of mandate and responsibilities, the Council Audit, Risk and Compliance Committee shall exercise power and authority in order to do the following:
  - 6.3.5.9.1 Approve the Audited Annual Financial statements, subject to ratification by Council;
  - 6.3.5.9.2 Review and recommend to Council policies pertaining to risk management, compliance management, fraud and corruption detection and prevention;
  - 6.3.5.9.3 Assist the Council in carrying out its IT governance responsibilities and ensure IT risks are adequately assessed and addressed;
  - 6.3.5.9.4 Monitor compliance with relevant legislation, statutory instruments, regulations, Council directives and University ethical standards;
  - 6.3.5.9.5 Review and recommend to Council the adequacy and effectiveness of internal controls, information systems, human resources practices, accounting standards and practices, financial accounting practices and auditing processes used throughout the University;
  - 6.3.5.9.6 Review measures taken to alleviate institutional exposure to fraud and corruption and present to Council a detailed annual report of all significant fraud and corruption incidents and how they were mitigated;
  - 6.3.5.9.7 Recommend to Council the appointment, renewal and termination of External Auditors and oversee the external audit process;
  - 6.3.5.9.8 Review and determine the adequacy of the scope and focus of the external audit function and, accordingly, review and make recommendations to Council pertaining to findings of all external audits;
  - 6.3.5.9.9 Determine External Audit fees;
  - 6.3.5.9.10 Recommend appointment and/or dismissal of the Internal Auditor and monitor his/her performance;



- 6.3.5.9.11 Approve the internal audit plan;
- 6.3.5.9.12 Ensure that the internal audit function is subject to an independent quality review as and when the Committee determines it appropriate;
- 6.3.5.10 Subject to the Act and these Statutes, the Council Audit, Risk and Compliance Committee shall present to Council, after each Committee meeting, a report that covers the following:
  - 6.3.5.10.1 A summary of the minutes of the Committee;
  - 6.3.5.10.2 Formal resolutions and any other key decisions made by the Committee;
  - 6.3.5.10.3 Highlights of the audit process and key results of the audit;
  - 6.3.5.10.4 Key Committee recommendations and any other issues that Council should be informed about.

### 6.3.6 Senior Staff Appointments, Promotions and Review Committee

- 6.3.6.1 There shall be a Senior Staff Appointments, Promotions and Review Committee (SSAPRC) of Council which shall consist of the following:
  - 6.3.6.1.1 Vice Chancellor, who shall be Chairperson;
  - 6.3.6.1.2 Deputy Vice Chancellors;
  - 6.3.6.1.3 Three (3) external members of Council elected by Council based on appropriateness of their skills, competencies and experience;
  - 6.3.6.1.4 Deans of Schools;
  - 6.3.6.1.5 One representative of Regional Directors;
  - 6.3.6.1.6 Two Professors elected by Senate;
  - 6.3.6.1.7 One Professor elected by academic staff;
  - 6.3.6.1.8 One Director elected by senior support staff; and
  - 6.3.6.1.9 The Director, Human Resources shall be in attendance at all meetings of the SSAPRC, but shall have no voting right.
- 6.3.6.2 The quorum for the meetings shall be 50% of the members.
- 6.3.6.3 Tenure of membership shall be a period not exceeding three years except for the Vice Chancellor and Deputy Vice Chancellors whose terms shall be for as long as they are in office as such. A member may be eligible for reappointment for two further terms.
- 6.3.6.4 The Committee shall meet as and when there is need arising from a vacancy to be filled.
- 6.3.6.5 The Committee shall make appointments or promotions for the following positions:
  - 6.3.6.5.1 Professors and Associate Professors;
  - 6.3.6.5.2 Deans of Schools; and
  - 6.3.6.5.3 Directors of the University.
- 6.3.6.6 The appointment or promotion of the academic staff of the University below the rank of Associate Professor, and of the support staff of the University below the rank of Director, shall be made by the Vice Chancellor or such person as to whom such powers may be delegated by the Vice Chancellor.
- 6.3.6.7 Notwithstanding the provisions of the foregoing Statute, the Vice Chancellor may, in the event that s/he is satisfied that exceptional circumstances so require, and on the recommendation of any academic, support or other unit of the University, appoint any person as a member of staff

of the University for a period not exceeding twelve (12) months.

- 6.3.6.8 Appointments made under the provision of Statute 6.3.6.7 shall be reported periodically to the Senior Staff Appointments, Promotions and Review Committee.
- 6.3.6.9 Personnel seconded to the University by any public, private or any other entity may be appointed by the Council or Vice Chancellor, as the case may be, to posts in the authorised establishment of the University on such special terms and conditions as may be necessary to secure their services under technical assistance or direct recruitment or as the Council may prescribe in Statutes or Regulations.
- 6.3.6.10 Subject to the Act and these Statutes, the Senior Staff Appointments, Promotions and Review Committee shall present to Council, after each Committee meeting, a report that covers the following:
  - 6.3.6.10.1 Formal resolutions and any other key decisions made by the Committee;
  - 6.3.6.10.2 Key Committee recommendations and any other issues that Council should be informed about.

### 6.3.7 Council Staff Appeals Committee

- 6.3.7.1 There shall be a Council Staff Appeals Committee, which shall consist of the following members:
  - 6.3.7.1.1 Three members of Council, who are not employees of the University, appointed by Council;
  - 6.3.7.1.2 Member of Council appointed to Council from among the academic staff;
  - 6.3.7.1.3 Member of Council appointed to Council from among the support staff;
  - 6.3.7.1.4 Council shall appoint as Chairperson of the Committee one of the three members of the Committee who is not an employee of the University. In the absence of the Chairperson, the Committee shall elect one of its members who is not an employee of the University to act as Chairperson.
- 6.3.7.2 The Committee shall be responsible for, inter alia, hearing appeals by staff against decisions of Management and making recommendations to Council.
- 6.3.7.3 The Committee shall meet when the need arises.
- 6.3.7.4 The quorum shall be 50% of members.
- 6.3.7.5 Tenure of office shall be a period not exceeding three years. A member is eligible for reappointment for two further terms.
- 6.3.7.6 Subject to any directions that may be given by Council, the Committee shall regulate its own procedure.
- 6.3.7.7 Subject to the Act and these Statutes, the Audit, Risk and Compliance Committee shall present to Council, after each Committee meeting, a report that covers the following:
  - 6.3.7.1.1 A summary of the minutes of the Committee;
  - 6.3.7.1.2 Formal resolutions and any other key decisions made by the Committee;
  - 6.3.7.1.3 Key Committee recommendations and any other issues that Council should be informed about.

### 6.3.8 Joint Committee of Council and Senate

- 6.3.8.1 A Joint Committee of Council and Senate shall be established in the event of a vacancy in the position of Vice Chancellor or Deputy Vice Chancellor and shall recommend to Council accordingly.
- 6.3.8.2 The Joint Committee shall consist of the following members:
  - 6.3.8.2.1 A Chairperson, who is not the Chairperson of Council, appointed by Council from among those of its members who are not employees of the University;
  - 6.3.8.2.2 Three persons appointed by Council from among those of its members who are not members of Senate;
  - 6.3.8.2.3 Three persons appointed by Senate from among its members; and
  - 6.3.8.2.4 The Vice Chancellor, except where the matter under consideration concerns the appointment of the Vice Chancellor.
- 6.3.8.3 The Committee shall meet as when need arises to make such recommendations.
- 6.3.8.4 The quorum shall be 50% of members.
- 6.3.8.5 Subject to any directions which may be given by Council, the Committee shall regulate its own procedure.
- 6.3.8.6 Subject to the Act and these Statutes, when making a recommendation to Council, the Joint Committee of Council and Senate shall present to Council, a report that covers the following:
  - 6.3.8.6.1 A summary of the minutes of the Committee;
  - 6.3.8.6.2 Formal resolutions and any other key decisions made by the Committee
  - 6.3.8.6.3 Key Committee recommendations and any other issues that Council should be informed about.

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## STATUTE VII: CODE OF CONDUCT AND OPERATING PROCEDURES FOR MEMBERS OF COUNCIL AND COUNCIL COMMITTEES

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### 7.1 Code of Conduct

- 7.1.1 There shall be promulgated by Council a Code of Conduct for members of Council and its committees as well as any member of any other committee created by Council.
- 7.1.2 The purpose of the Code of Conduct shall be to ensure the highest standards of integrity in the conduct of University business and to avoid both impropriety and/or any appearance of impropriety.

### 7.2 Operating Procedures

- 7.2.1 There shall be Operating Procedures for the University Council and Council Committees.
- 7.2.2 The Operating Procedures shall be as follows and shall be stipulated in the Council and adopted as appropriate in the Committee Charters:
  - 7.2.2.1 Provision of contact details - For ease of communication and delivery of documents, members shall provide the Secretary with their contact details. The Secretary shall not, except with the express permission of the member concerned, use the details for any other purpose or avail the details to any other person.
  - 7.2.2.2 Timely provision of agenda papers and information - Members shall be provided with agenda papers and other information seven days prior to the meeting.
  - 7.2.2.3 Meetings - Council shall meet at least three times in a year.
    - 7.2.2.3.1 The Chairperson may, upon giving a written notice of not less than fourteen (14) days, and upon a written request of not less than 50% of the members, call a special meeting.
    - 7.2.2.3.2 The Chairperson may, where the urgency of the matter does not permit giving notice as required above, call an emergency meeting giving a shorter notice.
    - 7.2.2.3.3 The Chairperson shall preside over meetings of Council but in the absence of the Chairperson, the Vice Chairperson shall preside and, in the absence of both the Chairperson and Vice Chairperson, the members present shall elect one of the present members, not being an employee of the University, to preside over the meeting.
    - 7.2.2.3.4 The quorum of the meeting shall be 50% of the members.
    - 7.2.2.3.5 A decision of Council on any matter shall be taken by the majority of the members present and voting at that meeting and, in the event of a tie of votes, the person presiding over the meeting shall have a casting vote in addition to that person's deliberate vote.

- 7.2.2.3.6 Council may invite any person to its meeting whose presence it considers necessary to attend and participate in the deliberations of Council but such person shall have no vote.
- 7.2.2.3.7 Members shall attend all meetings of Council and/or Council Committees as shall be called from time to time and shall not absent themselves from such meetings except for good cause.
- 7.2.2.3.8 A member who is unable to attend a meeting of Council or Council Committee shall inform the Secretary of his/her inability prior to the meeting.
- 7.2.2.3.9 Any member who absents himself/herself from a meeting without informing the Secretary shall be reflected in the minutes as "absent without apology".
- 7.2.2.3.10 Any member who misses three of the scheduled consecutive meetings without reasonable cause shall be requested by Council, after consultation with the appointing authority to resign from his/her position failing which the authority that appointed him/her shall be requested to remove him/her and appoint a replacement.
- 7.2.2.4 Duty of care and diligence - Members shall perform their duties pertaining to the work of Council and/or Council Committees with due care and diligence and shall exercise the utmost good faith, honesty and integrity.
- 7.2.2.5 Confidentiality – Members shall keep confidential any and all information relating to discussions at Council meetings, including all materials obtained by virtue of their positions as members of Council unless compelled by legal process to disclose such information or otherwise agreed by Council.
- 7.2.2.6 Responsibility to serve on Committees - Members shall serve on Council Committees and such other committees to which they are appointed from time to time. It shall be the responsibility of all members, save for valid reasons acceptable to Council, to accept appointments to such committees as Council shall deem appropriate and, where necessary, to report to Council on the work of such committees.
- 7.2.2.7 Statutory obligation - Members shall carry out all duties expected of them in terms of the Act, the Statutes and other legal instruments of the University and shall ensure strict observance by them of the provisions of the relevant instruments.
- 7.2.2.8 Notification of Council decisions to staff - Staff members will be notified of decisions of Council by the Secretary.
- 7.2.2.9 Issuance of statements on behalf of Council - The Vice Chancellor or any designated member of staff shall make statements and/ or respond to issues on behalf of Council.
- 7.2.2.10 Payment of sitting allowance - Where applicable, members shall be paid sitting allowance for attendance of Council and/or Council Committee meetings at approved rates. Payment of sitting allowance shall be made as soon as reasonably practical following the meeting of Council or Council Committee.
- 7.2.2.11 Transport and accommodation of members - Members resident outside the location of the meeting shall, where necessary, be provided with such transport and accommodation as shall be necessary to enable them to perform their duties as members.

7.2.2.12 Indemnity of members - The University shall indemnify members against legal action for acts and omissions of such members in the execution of their duties pertaining to Council work, provided such acts and omissions are done in good faith and not negligently.

7.2.2.13 Review - Council may review these Procedures and amend, modify or change them in such manner that it may deem appropriate.

7.2.2.14 Each Committee shall have its own charter.

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## STATUTE VIII: SENATE

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### 8.1 The Functions of Senate

8.1.1 Senate is the principal academic governance body of the University which has exclusive mandate for policy-making, decision-making, quality assurance and implementation oversight of all academic matters relating to and affecting programme development and delivery, admission standards, teaching and learning, assessment, research and innovation, and provides advice to Council on all academic matters.

8.1.2 Senate has the sole responsibility of assuring academic standards and quality and providing a conducive environment for the academic community to express itself.

8.1.3 Senate is a watchdog for academic freedom, academic integrity and ensures the maintenance of scholarship in research and high standards in assessment and student admissions.

8.1.4 In exercising its academic mandate, Senate has due regard to and closely aligns its work and conduct with the University's vision, mission, values and institutional strategic plan.

8.1.5 Senate, though not directly involved in budget development, shall play an important role in assessing the implications of budgetary decisions on academic matters and informing the relevant structures accordingly.

### 8.2 Academic Governance

8.2.1 As the University's principal academic governing body, the powers and functions of Senate in regard to academic governance shall be to:

8.2.1.1 Determine the academic calendar and the schedule of academic programmes within each semester.

8.2.1.2 Make regulations governing minimum requirements for entrance to the University and courses of study in the University.

8.2.1.3 Recommend to Council the establishment, harmonisation, consolidation, abolition, and restructuring of Schools, Departments, Research Centres and Institutes, and other units as the Senate may from time to time deem necessary.

8.2.1.4 Determine the list of all awards of the University.

8.2.1.5 Recommend to Council the introduction, supervision, and abolition of academic programmes and awards of the University.

8.2.1.6 Consider and approve all syllabi and curricula of the University.

8.2.1.7 Appoint, suspend or remove external examiners and determine their terms and conditions

- of appointment and service.
- 8.2.1.8 Regulate methods of assessing and examining all certificate, diploma and degree programmes of the University.
  - 8.2.1.9 Regulate and supervise the conduct of examinations.
  - 8.2.1.10 Determine and recognise qualifications and credits of other Universities and institutions that shall be acceptable as comparable to those of the University.
  - 8.2.1.11 Approve all examinations results.
  - 8.2.1.12 Determine the lists of graduands of the University and their awards and classifications.
  - 8.2.1.13 Approve the granting of qualifications to persons that satisfy requirements for the award thereof, including certificates, diplomas, degrees, honorary degrees and other academic distinctions.
  - 8.2.1.14 Where appropriate, deny persons awards to be conferred on them and revoke academic awards that might have been conferred by the University.
  - 8.2.1.15 Determine the procedure and conduct of the Convocation and conferment of degrees and other awards.
  - 8.2.1.16 Determine the design of all University academic dress and prescribe how it is to be used.
  - 8.2.1.17 Advise Council as it deems appropriate on matters of a general nature.

### 8.3 Determination and Maintenance of Academic Standards

- 8.3.1 Subject to the Act and these Statutes, the Senate has the power to determine, administer, and maintain academic standards in teaching, learning and research and the responsibility to promote and safeguard academic freedom and promote a sustainable environment that supports and challenges staff to pursue excellence and scholarship in all their endeavours.
- 8.3.2 The responsibilities of Senate pertaining to the determination and maintenance of quality in teaching, learning and research, include the following:
- 8.3.2.1 Develop, promote, and supervise implementation of all academic quality assurance systems and structures throughout the University.
  - 8.3.2.2 Regulate and oversee the discipline of students of the University.
  - 8.3.2.3 Develop, regulate, and implement procedures for combating academic dishonesty of students and taking appropriate sanctions.
  - 8.3.2.4 Discontinue students from any programme of study on academic and non-academic grounds and as the Senate may deem necessary and justifiable.
  - 8.3.2.5 Assure the standards and quality of teaching, scholarship and research.
  - 8.3.2.6 Approve all academic quality assurance policies of the University.
  - 8.3.2.7 Initiate, regulate, and ensure regular conduct of formal reviews of academic programmes and research activities throughout the University.
  - 8.3.2.8 Approve, promote and regulate all academic standards in teaching, assessment and research.
  - 8.3.2.9 Maintain regulatory frameworks for the maintenance and enhancement of the quality and standards of all programmes of the University.
  - 8.3.2.10 Determine and approve policies relating to the Library, workshops, laboratories, resource centres, ICT learning infrastructure and such other facilities that are deemed to contribute to the furtherance of the quality of academic products and services.
  - 8.3.2.11 Regulate the general administration of the University Library.
  - 8.3.2.12 Establish systems and processes for monitoring and ensuring compliance of all academic matters with threshold standards of the Botswana Qualifications Authority.
- 8.3.3 In exercising its functions, Senate operates through Standing Committees which determine, monitor, and assure the quality and integrity of academic activities, including curriculum, teaching, learning, assessment, admissions, research and academic policy development and review.

### 8.4 Stakeholder Engagement

- 8.4.1 Senate has the responsibility to communicate vertically and act as the link between the Council and the academic community and perform an advisory role to the Vice Chancellor and the Council pertaining, inter alia, to the following:
- 8.4.1.1 Review of the terms and conditions of service and employment of members of the academic staff and recommend to Council.
  - 8.4.1.2 The implications of budgetary provisions on the quality of teaching, research and scholarship in the University.



- 8.4.1.3 The development and review of all academic aspects contained in the institutional strategic plan.
- 8.4.1.4 The maintenance and consolidation of academic standards.
- 8.4.1.5 Teaching and research and innovation activities, including utilisation of resources for teaching, research and innovation purposes.
- 8.4.1.6 Academic implications of institutional or divisional restructuring, including impact of restructuring on quality, standards, staffing, budget, future viability of courses and programmes.
- 8.4.1.7 The Senate engages and communicates with the academic community to ensure it is well informed of academic developments and actively participates in the academic and extra-mural business of the University and, in so doing:
  - 8.4.1.7.1 Promote, regulate, and supervise all extra-mural work of the University.
  - 8.4.1.7.2 Communicate with the academic community using various forms of media and Senate Standing Committees.
  - 8.4.1.7.3 Undertake extensive consultations with the academic community, through Senate Standing Committees and working parties, and receive input into academic matters requiring engagement of the academic community.
  - 8.4.1.7.4 Receive reports and recommendations from Senate Standing Committees for consideration and, in so doing, may approve, review, amend, disallow or refer back any decisions or rulings as deemed fit.
  - 8.4.1.7.5 Ensure the academic community is well informed of academic developments by deploying effective and transparent communication media, including issuing regular reports, policies, resolutions and summaries of minutes.
  - 8.4.1.7.6 Ensure use of transparent communication by all Senate Standing Committees and require them to undertake effective consultations on all matters pertaining to their business.
  - 8.4.1.7.7 Establish Committees from among its members and, as Senate deems necessary and prudent, appoint to such Committees additional non-Senate members and delegate such powers and functions as may fall within its remit.

## 8.5 Composition of Senate

8.5.1 Membership of the Senate of the University shall consist of the following persons:

### 8.5.1.1 Ex-officio members

- 8.5.1.1.1 Vice Chancellor, who shall be Chairperson;
- 8.5.1.1.2 Deputy Vice Chancellors;
- 8.5.1.1.3 Deans of Schools;
- 8.5.1.1.4 Directors of Institutes and Research Centres;
- 8.5.1.1.5 Heads of Department;
- 8.5.1.1.6 Directors of Regional Campus;
- 8.5.1.1.7 Full Professors;
- 8.5.1.1.8 Director, Library Services;
- 8.5.1.1.9 Director of Student Affairs and Welfare;
- 8.5.1.1.10 Director, Office of Quality Assurance;
- 8.5.1.1.11 Director, Centre for Technology Enhanced Learning and Teaching; and
- 8.5.1.1.12 Two representatives of the Student Representative Council.

8.5.1.2 The Director, Academic Registry shall be the Secretary

### 8.5.2 Appointed members

- 8.5.2.1 One representative of each School appointed by the respective Board from among its members;
- 8.5.2.2 Two members of the Academic Staff elected by the academic staff;
- 8.5.2.3 Two members of the Support Staff elected by the Support Staff; and
- 8.5.2.4 Any other member as Senate may determine from time to time.

## 8.6 Terms of Office of Members of Senate

### 8.6.1 Ex-officio members

- 8.6.1.1 Ex-officio members referred under paragraph 8.5.1.1.1 to 8.5.1.1.11 of this Statute shall hold office for as long as they hold the relevant position.
- 8.6.1.2 The members of Senate referred to in paragraph 8.5.1.1.12 of this Statute shall hold office for a period of one year from the date of their appointment by the Student Representative Council, provided they are in office.

## 8.6.2 Appointed members

Members of Senate referred to in paragraphs 8.5.2.1 to 8.5.2.4 of this Statute shall hold office for a period of three (3) years from the day elected and expiring on the third anniversary of their appointment. However, such members shall be eligible for re-election for a further and final period of three years, provided that s/he shall not hold office for more than six consecutive years without a break of a minimum of three years before being elected for any further period of office for up to three years.

## 8.7 Meetings of Senate

Senate shall meet at least twice a semester.

## 8.8 Standing Committees of Senate

### 8.8.1 Executive Committee

8.8.1.1 In terms of the Act and Statutes, there shall be established a principal committee of Senate known as the Senate Executive Committee whose composition shall consist of:

8.8.1.2 Vice Chancellor, who shall be Chairperson

8.8.1.3 Deputy Vice Chancellors;

8.8.1.4 Deans of School;

8.8.1.5 Two Senators elected by Senate to serve for not more than two (2) terms of three (3) years each;

8.8.1.6 One Professor per School, elected by the respective School to serve for not more than two (2) terms of three (3) years each;

8.8.1.7 The Director, Academic Registry shall be the Secretary

8.8.1.8 The quorum shall be 50% of members.

8.8.1.9 The Executive Committee shall exercise such powers as delegated by Senate in order to carry out between meetings of Senate, the following key functions and any other functions as assigned by Senate:

8.8.1.10 Determination of all Senate business requiring immediate resolution and report, for Senate ratification, the action taken in the exercise of delegated power;

8.8.1.11 Consideration of all requests for scholarships, bursaries, etc. supported by University administered funds;

8.8.1.12 Determination of award of University prizes, honours, etc.;

8.8.1.13 Approval between Senate meetings of urgent results for special examinations and other assessments, on recommendation from School Boards;

8.8.1.14 Provide advice to the Vice Chancellor on academic matters affecting the

University;

8.8.1.15 Performs any other functions as may be assigned or delegated by Senate.

## 8.8.2 **Academic Policies, Programmes and Quality Assurance Committee**

8.8.2.1 There shall be established a standing Academic Policy, Programmes and Quality Assurance Committee (APQAC) which shall comprise:

8.8.2.1.1 Deputy Vice Chancellor - Academic Services, who shall be Chairperson;

8.8.2.1.2 Deans of School;

8.8.2.1.3 Director, Centre for Continuing Professional Development

8.8.2.1.4 Director, Centre for Technology Enhanced Teaching and Learning;

8.8.2.1.5 Director, Office of Research and Innovation Management;

8.8.2.1.6 Director, Student Affairs and Welfare;

8.8.2.1.7 One representative of Directors of Regional Campus;

8.8.2.1.8 Director, Library Services;

8.8.2.1.9 Director, Academic Registry;

8.8.2.1.10 Two Senate representatives;

8.8.2.1.11 One academic staff representative; and

8.8.2.1.12 Two student representatives.

8.8.2.2 The Director, Office of Quality Assurance, shall be Secretary.

8.8.2.3 The quorum shall be 50% of members.

### 8.8.2.4 **Role and Functions of the APQAC**

8.8.2.4.1 Reviews the University's academic policies and advises Senate accordingly;

8.8.2.4.2 Reviews proposals from the Schools, Institutes and Research Centres and other units for changes in academic policy, ensures their compliance with the academic policies of the University, and advises Senate accordingly;

8.8.2.4.3 Reviews and advises Senate on the submissions from the Schools, Institutes and Research Centres and other units in which are outlined the academic plans for the accomplishment of the University's mission, objectives, and strategies with a statement of the attendant human, financial, and physical resource requirements;

8.8.2.4.4 Integrates and consolidates the academic planning submissions into the University's academic plan, setting out the resource implications of implementation, and advises Senate accordingly;

8.8.2.4.5 Reviews continually the human resource needs which underpin the elements of the University's academic plan and, where necessary and appropriate, suggests changes and improvements to Senate;

8.8.2.4.6 Supports and oversees the development, implementation, and review of policies, systems and processes for the promotion, maintenance, and enhancement of academic programmes and services;

- 8.8.2.4.7 Reviews academic regulations and recommends to Senate accordingly;
- 8.8.2.4.8 Supports the development, implementation, and review of a student-centric environment that fosters quality education and engenders teaching staff to adopt student-centric instructional technologies and teaching methodologies;
- 8.8.2.4.9 Provides Schools with guidance in developing internationally comparable academic quality standards and criteria for enhancing University teaching, learning, and research activities;
- 8.8.2.4.10 Oversees and reviews the provision of academic programmes to ensure that they meet academic quality standards and best practices and are compliant with regulatory requirements;
- 8.8.2.4.11 Provides guidance and support to the development and implementation of quality assurance systems, processes, and practices that are consistent with internationally recognised quality assurance practices of open universities;
- 8.8.2.4.12 Provides direction and oversight in the conduct and application of pedagogic practice and technology in programme delivery;
- 8.8.2.4.13 Guides and oversees Schools in producing sound processes and procedures used in the development and maintenance of quality academic programmes;
- 8.8.2.4.14 Facilitates and oversees REGULAR assessment of all academic programmes and monitors the quality of courses and course delivery using internationally recognized practices;
- 8.8.2.4.15 Recommends to Senate for approval all new academic programmes in accordance with academic quality assurance policy, regulations and procedures;
- 8.8.2.4.16 Facilitates preparation of self-study reports for external audits and oversees the review of all academic programmes in accordance with academic quality assurance policy, regulations and procedures;
- 8.8.2.4.17 Facilitates and monitors the development of a culture of continuous quality improvement for enhanced academic excellence;
- 8.8.2.4.18 Facilitates, organises and manages the provision of inter and intra institutional seminars, workshops and symposia for promoting and disseminating contemporary developments in academic quality assurance;
- 8.8.2.4.19 Prepares an annual academic quality assurance report for Senate and advises Senate on all academic quality assurance matters;
- 8.8.2.4.20 Performs any other functions as may be assigned or delegated by Senate.

### **8.8.3 University Research and Innovation Committee**

- 8.8.3.1 There shall be a standing University Research and Innovation Committee (URIC) whose primary mandate is to promote, support, and manage University research and innovation initiatives and research training for the enhanced attainment of the University's strategic research and innovation goals.
- 8.8.3.2 The University Research and Innovation Committee shall comprise the following members:
  - 8.8.3.2.1 Deputy Vice Chancellor – Research, Innovation and Partnerships, who shall be Chairperson;
  - 8.8.3.2.2 Deans of School;
  - 8.8.3.2.3 Directors of Institute and Research Centre;
  - 8.8.3.2.4 One representative of Directors of Regional Campus;
  - 8.8.3.2.5 Director, Library Services;
  - 8.8.3.2.6 Two Senate representatives;
  - 8.8.3.2.7 Two academic staff representatives; and
  - 8.8.3.2.8 One representative of graduate students
- 8.8.3.3 The Director, Office of Research and Innovation Management, shall be Secretary.
- 8.8.3.4 The quorum shall be 50% of members.

#### 8.8.3.5 **Role and Functions of the URIC**

- 8.8.3.5.1 Provides strategic leadership in the development and implementation of institutional research and innovation strategies and activities that promote the goals of the University Strategic Plan;
- 8.8.3.5.2 Advises Senate on policy, guidelines, and procedures pertaining to research and innovation, and research education and scholarship within the University;
- 8.8.3.5.3 Provides leadership in the development, monitoring, and review of research and innovation policies and encourages research practices and research education that are of the highest quality;
- 8.8.3.5.4 Develops strategies and formulates recommendations for enhancing research productivity and promoting a conducive research and innovation environment;
- 8.8.3.5.5 Audits University research, innovation and research education performance in order to measure institutional and staff research and innovation performance and the success of research and innovation initiatives;
- 8.8.3.5.6 Develops strategies and programmes used to promote and monitor mentoring of early career researchers to ensure effective research knowledge and skills transfer to develop a sustainable research culture;
- 8.8.3.5.7 Develops for approval by Senate procedures for processing research and

- innovation grant applications, evaluates applications and adjudicates internal research and innovation grant allocations;
- 8.8.3.5.8 Prepares annual research and innovation reports on the research and innovation performance status of the University and presents to Senate;
- 8.8.3.5.9 Disburses and regularly monitors utilisation of all research and innovation grants to ensure efficient use;
- 8.8.3.5.10 Develops and implements strategies for effective dissemination of research information to the broader research community through a variety of forums and outlets, including, emails, newsletters, workshops, symposia, conferences, etc.;
- 8.8.3.5.11 Provides leadership and advice on strategies for improving mechanisms for effective monitoring, benchmarking and reporting research performance;
- 8.8.3.5.12 Guides the development of institutional strategic research priorities and objectives and monitors and reviews research performance within the context of the University Strategic Plan;
- 8.8.3.5.13 Provides guidance and oversight to its sub-committees, including the University Research Ethics Committee, the University Conference Fund Committee and School Research and Innovation Committees, to ensure sustained excellence in research and innovation;
- 8.8.3.5.14 Develops, oversees and monitors the implementation of all University structures, systems, and processes that support research, innovation and research education, to ensure the promotion of a sustainable research culture;
- 8.8.3.5.15 Performs any other functions as may be assigned or delegated by Senate.

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## STATUTE IX: PROCEDURES FOR ELECTING MEMBERS OF SENATE AND SENATE COMMITTEES

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### 9.1 Application of Procedures

- 9.1.1 There shall be the procedures for electing Members of Senate.
- 9.1.2 These procedures apply only in the election of the School representatives.
- 9.1.3 Election of representatives in Senate and Senate Committees to fill vacancies shall be held annually.

### 9.2 Election of School Representatives to Senate

- 9.2.1 Where a vacancy relating to a School representative in Senate occurs, the Secretary to Senate shall notify, in writing, the Office of the Dean of the School concerned.
- 9.2.2 Upon receipt of such notice, the Dean's Office shall notify members of the School of the vacancy, and invite nominations of those members of the School who qualify.
- 9.2.3 The Dean's Office shall, immediately following the close of nominations, announce the names of the nominated candidates.
- 9.2.4 Where a nominated candidate is unopposed, the candidate shall be deemed to have been duly elected to represent the School in Senate.
- 9.2.5 Where there is more than one nomination, the Dean's Office shall cause an election to be held. It shall inform members of the School of the date, venue and time of the election.
- 9.2.6 Elections shall be conducted by way of a secret ballot.
- 9.2.7 The opening of the ballot box and the counting of the ballots shall be done by the Secretary to Senate. The candidates shall be entitled, either personally or through their representatives, to attend the voting and counting of votes.
- 9.2.8 The candidate with the highest number of votes shall be declared duly elected.
- 9.2.9 A candidate who is aggrieved over the conduct of the election shall submit a written complaint to the Dean's Office within 5 working days of the release of the election results. The decision of the Dean, whether or not there should be a re-run of the election, shall be final.

### 9.3 Election of Representatives of Academic Staff

When a vacancy arises, the Secretary of Senate shall organise an election for representatives of members of the academic staff.

### 9.4 Election of Representatives of the Support Staff

When a vacancy arises, the Secretary of Senate shall organise an election for representatives of members of the support staff.

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## STATUTE X: CODE OF CONDUCT AND OPERATING PROCEDURES FOR MEMBERS OF SENATE AND SENATE COMMITTEES

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### 10.1 Code of Conduct

- 10.1.1 There shall be promulgated by Senate a Code of Conduct for members of Senate and Senate Committees as well as any member of any other Committee created by Senate.
- 10.1.2 The purpose of the Code of Conduct shall be to ensure the highest standards of integrity in the conduct of Senate business and to avoid both impropriety and/or any appearance of impropriety.



## 10.2 Operating Procedures for Members of Senate and Senate Committees

- 10.2.1 There shall be Operating Procedures for Senate and Senate Committees.
- 10.2.2 These Operating Procedures include:
  - 10.2.2.1 Timely provision of agenda papers and information - Members shall be provided with agenda papers and other information at least seven days prior to the meeting.
  - 10.2.2.2 Attendance of meetings - Members shall attend meetings of Senate as shall be called from time to time and shall not absent themselves from such meetings except for good cause.
  - 10.2.2.3 The quorum shall be 50% of the members.
  - 10.2.2.4 A member who is unable to attend a meeting of Senate shall inform the Secretary of his/her inability prior to the meeting.
  - 10.2.2.5 Any member who absents himself/herself from a meeting without informing the Secretary shall be reflected in the minutes as "absent without apology".
  - 10.2.2.6 Senate or its Committees may invite any person to its meeting whose presence it considers necessary to attend and participate in the deliberations of Senate but such person shall have no vote.
  - 10.2.2.7 Any member who misses three of the scheduled consecutive meetings shall be requested by Senate to resign his/her position failing which the authority that appointed him/her shall be requested to remove him/her and appoint a replacement. For members appointed by office, their absenteeism for three scheduled consecutive meetings shall be reported to the appointing authority.
- 10.2.3 Duty of care and diligence - Members shall perform their duties pertaining to the work of Senate with due care and diligence and shall exercise the utmost good faith, honesty and integrity. This also includes the members' duties as members of Senate Committees.
- 10.2.4 Confidentiality – Members shall keep confidential, any and all information relating to discussions at Senate meetings, including all materials obtained by virtue of their positions as members of Senate unless compelled by legal process to disclose such information or otherwise agreed by the Senate.
- 10.2.5 Responsibility to serve on Committees - Members shall serve on Senate Committees and such other Committees to which they are appointed from time to time. It shall be the responsibility of all members, save for valid reasons acceptable to Senate, to accept appointments to such Committees as Senate shall deem appropriate and, where necessary, to report to Senate on the work of such Committees.
- 10.2.6 Statutory obligations - Members shall carry out all duties expected of them in terms of the Act, the Statutes and other legal instruments of the University and shall ensure strict observance by them of the provisions of the relevant instruments.
- 10.2.7 Notification of Senate decisions to staff - Staff Members will be notified of decisions of Senate by the Secretary to Senate within five days of the Senate meeting.

- 10.2.8 Issuance of statements on behalf of Senate - The Vice Chancellor shall make statements and/ or respond to issues on behalf of Senate.
- 10.2.9 Indemnity of members-The University shall indemnify members against legal action for acts and omissions of such members in the execution of their duties pertaining to the work of Senate, provided such acts and omissions are done in good faith and not negligently.
- 10.2.10 Independent advice-Senate shall be able to seek independent advise at the expense of the University.
- 10.2.11 Review - Senate may review these Procedures and amend, modify or change them in such manner that it may deem appropriate.

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## STATUTE XI: HONORARY DEGREES

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### 11 Honorary Degrees

- 11.1 Any degree may be awarded honoris causa.
- 11.2 Honorary degrees may be conferred upon any person who is not an employee of the University and who has rendered distinguished service in the advancement of any branch of learning or who has otherwise rendered herself/himself worthy of such degree.
- 11.3 At the invitation of the Vice Chancellor, members of the University may submit written nominations for the conferment of honorary degrees upon someone they deem is a deserving person.
- 11.4 Each such nomination shall be accompanied by a statement of the degree recommended and the grounds for making the recommendation.
- 11.5 The Vice Chancellor shall be the sole authority to ask persons upon whom it is proposed to confer honorary degrees whether or not they wish to accept such award.
- 11.6 On the recommendation of the Academic Honours Committee, an honorary degree shall be conferred only on the authority of resolutions of Senate and Council passed by not less than two thirds of the Senate and Council members present.
- 11.7 The University reserves the right to withdraw any award on the authority of resolutions of Senate and Council passed by not less than two thirds of the Senate and Council members present.

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## STATUTE XII: ACADEMIC HONOURS COMMITTEE

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### 12 Academic Honours Committee

- 12.1 There shall be an Academic Honours Committee which shall consist of the following members:
  - 12.1.1 Deputy Vice Chancellor - Academic Services – Chairperson;
  - 12.1.2 Three persons appointed by Council from among those of its members who are not members of the Senate; and
  - 12.1.3 Three Professors appointed by the Senate.
- 12.2 The Director, Academic Registry shall be Secretary and shall have no voting right.
- 12.3 The Committee shall recommend to Senate the conferment of honorary degrees.
- 12.4 Subject to any directions, which may be given by Council and Senate, the Committee shall regulate its own procedures.

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## STATUTE XIII: THE UNIVERSITY CONVOCATION

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### 13 The University Convocation

- 13.1 There shall be a University Convocation, established for the primary purpose of conferring awards and other academic distinctions, which shall be held at such time and place as Council may direct on the recommendation of Senate.
- 13.2 The Convocation shall be conducted in accordance with the protocols and procedures determined by Senate.
- 13.3 The Convocation shall be presided over by the Chancellor, or by the Chairperson of Council in the absence of the Chancellor.
- 13.4 Members of the Convocation shall be notified by the Director, Academic Registry of the date, time and venue of the Convocation at least twenty-one (21) days prior to date of the Convocation.
- 13.5 Degrees, diplomas and certificates awarded at the Convocation shall only be those approved by Senate.
- 13.6 Within seven (7) days of the publication of the results approved by Senate, the Director, Academic Registry shall prepare a comprehensive and final list of candidates who are eligible for conferment of awards at the Convocation.
- 13.7 Only candidates who studied in the University and qualified for conferment of an award, as approved by Senate, shall receive the award at the Convocation in person or in absentia.
- 13.8 No graduate receiving an award shall be admitted to Convocation without proper academic attire as prescribed for the qualification.
- 13.9 The Dean shall present candidates of the School for conferment of awards in the Convocation.
- 13.10 An award awarded conferred by University shall only be valid provided:
- 13.10.1 It bears security features of the University.
  - 13.10.2 It is attested by the signatures of the Vice Chancellor and Director, Academic Registry.
  - 13.10.3 It bears the Seal of the University.
- 13.11 Upon application by approved representative of an eligible deceased candidate, an award may be conferred posthumously.
- 13.12 **Aegrotat Awards**
- 13.12.1 If a student in the final semester of a programme is prevented by illness or extenuating circumstances from undertaking some of the requirements for assessment (continuous assessment or final assessment), Senate may, upon written report of the Department(s) concerned, and upon any other evidence as it shall deem satisfactory, approve and assign an aegrotat award.
  - 13.12.2 The student's illness, extenuating circumstances or incapacity must have been reported to the office of the Director, Academic Registry within two weeks of the date on which the assessment should have been written.

13.12.3 Aegrotat awards will not be awarded with a classification.

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## **STATUTE XIV: BOARDS OF SCHOOLS, DEPARTMENTS, INSTITUTES AND RESEARCH CENTRES**

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### **14.1 Establishment and Composition**

14.1.1 Council may establish and determine the composition of Boards of Schools, Departments, Institutes and Research Centres as it may deem appropriate.

#### 14.1.2 Meetings

Each School, Department, Institute or Research Centre shall have a Board which shall meet at least twice each semester but otherwise shall regulate its own procedure.

### **14.2 The School Board**

14.2.1 There shall be a School Board for each School which shall consist of the following members:

14.2.1.1 The Dean of the School, who shall be Chairperson;

14.2.1.1.1 Heads of Department of the School;

14.2.1.1.2 All members of the academic staff of the Departments of the School;

14.2.1.1.3 One representative of the Department of Student Affairs and Welfare;

14.2.1.1.4 One representative of the Directors of Regional Campus;

14.2.1.1.5 One representative of each of the Schools in the University;

14.2.1.1.6 The Director, Library Services or representative;

14.2.1.1.7 The Director, Academic Registry or representative;

14.2.1.1.8 One representative for each of the Institutes and Research Centres of the University; and

14.2.1.1.9 One undergraduate and one graduate student representative.

14.2.2 The members of a School Board referred to in Statute 14.1.3.1.6 and 14.3.1.10 shall vacate their seats at the end of each academic year but shall be eligible for reappointment.

14.2.3 The quorum of a School Board shall be 50% of the membership thereof.

14.2.4 Part-time members of academic staff may attend meetings of the School Board at the discretion of the Dean but shall have no vote.

14.2.5 A School Board shall exclude from its meeting the student members when it is considering the academic performance of individual students, or when it is discussing any other matter relating to a member or members of staff which a School Board in its discretion shall consider confidential.

14.2.6 Subject to the Statutes and to such limitations as the Senate may impose, a School Board shall:

14.2.6.1 Consider assessment results from the Departmental Boards and recommend to Senate for final approval;

- 14.2.6.2 Direct and regulate, within the general academic policy formulated by the Senate, all matters relating to teaching, programme development; research and innovation, and service within each School, including curricula and examinations, and advise the Senate on such matters;
- 14.2.6.3 Appoint internal and external examiners;
- 14.2.6.4 Recommend to Senate the introduction of new programmes;
- 14.2.6.5 Make recommendations to the Senate in respect of the award of degrees, diplomas, certificates and other awards, academic titles and distinctions within the School;
- 14.2.6.6 Discuss any matters relating to the work of the School and submit recommendations thereon to the Senate;
- 14.2.6.7 Consider the progress and conduct of the students of the School and make regular reports to the Senate;
- 14.2.6.8 Consider all matters referred to it for its consideration by Senate and report to Senate;
- 14.2.6.9 Receive at each meeting oral and/or written reports from Heads of Departments and School representatives on University committees and boards;
- 14.2.6.10 Appoint committees consisting of members of the School and such other persons as it thinks fit and delegate any of its functions to the committees so appointed.

### 14.3 Boards of Institutes and Research Centres

- 14.3.1 There shall be a Board of each Institute or Research Centre which shall consist of the following members:
  - 14.3.1.1 The Director of the Institute or Research Centre who shall be the chairperson;
  - 14.3.1.2 Such members of the academic staff as the Board may from time to time determine;
  - 14.3.1.3 One member from each School elected by the School Board;
  - 14.3.1.4 One member of Senate elected by Senate;
  - 14.3.1.5 Such other persons as the Senate may determine.
- 14.3.2 The members of the Board referred to in Statute 14.4.1.1 shall vacate their seats at the end of each academic year but shall be eligible for reappointment.
- 14.3.3 Subject to the direction of Senate, the Board of an Institute or Research Centre may:
  - 14.3.3.1 Decide on matters of general policy regarding the work of the Institute or Research Centre, after consultation with the staff of the Institute or Centre;
  - 14.3.3.2 Establish advisory groups to give the Board and the Director advice on any academic work, research and innovation project, or consultancy being, or to be, undertaken by the Institute or Research Centre;
  - 14.3.3.3 Notwithstanding the generality of Statute 14.4.3.1, advise the Director of the Institute or Research Centre on the priorities and emphasis of scholarship required for the benefit of the nation or of particular sectors of the nation;
  - 14.3.3.4 Approve the affiliation or attachment to an Institute or Research Centre of individual academics;

- 14.3.3.5 Generally direct and approve proposals for activities of the Institute or Research Centre in pursuance of its objectives;
- 14.3.3.6 Consider all matters referred to it by Senate and report thereon to the Senate.
- 14.3.4 The quorum of the Board of an Institute or Research Centre shall be 50% of the membership thereof.

#### 14.4 **Executive Committees of Boards of Schools, Institutes or Research Centres**

- 14.4.1 There shall be an Executive Committee of the Board of each School, Institute or Research Centre.
- 14.4.2 The Executive Committee shall:
  - 14.4.2.1 Act on behalf of the Board between Board meetings and deal with such matters as may be referred to it by the Board;
  - 14.4.2.2 Act at the request of the Dean of a School or the Director of an Institute or Research Centre as an advisory body to the Dean or Director.
- 14.4.3 The Committee may make rules and regulations to govern its proceedings, provided that the Dean or the Director may summon meetings whenever they deem it necessary to do so.

#### 14.5 **Executive Committees of School Boards**

- 14.5.1 The Executive Committee of each School Board shall consist of the following members:
  - 14.5.1.1 The Dean of the School;
  - 14.5.1.2 The Heads of Department in the School;
  - 14.5.1.3 Two persons elected by the School Board one of whom shall be a Professor.
- 14.5.2 The Dean of the School shall be the Chairperson of the Executive Committee and in his/her absence the Head of one of the Departments shall be appointed to act as Chairperson.

#### 14.6 **Executive Committees of Institutes or Research Centres**

- 14.6.1 The Executive Committee of the Board of an Institute or Research Centre shall consist of the following members:
  - 14.6.1.1 The Director of the Institute or Research Centre, who shall be the Chairperson;
  - 14.6.1.2 The Deputy Director of the Institute or Research Centre;
  - 14.6.1.3 The Heads of Department or Unit of the Institute or Research Centre; and
  - 14.6.1.4 One person who is a member of the Board of the Institute or Research Centre, elected by the Board of the Institute or Research Centre.

#### 14.7 **Deans of Schools and Directors of Institutes and Research Centres**

- 14.7.1 The Dean or Director shall be the chief executive officer of the School, Institute or Research Centre to which s/he is appointed and in the School, Institute or Research Centre shall, subject to the Act and to these Statutes, be responsible for its general administration, the supervision of the academic and the support staff, the teaching and study of the subjects assigned to the School, Institute or

Research Centre, the welfare and academic progress of the students, the oversight of its research and innovation activities and service programmes, and shall have such other powers and duties as may be assigned to him/her by the relevant Deputy Vice Chancellor on behalf of, and as directed by, the Vice Chancellor.

- 14.7.2 The Dean or Director shall participate in the formulation, implementation and evaluation of the academic policies of the University and shall promote academic excellence in the teaching, research and innovation, and service programmes of the University. S/he shall provide academic leadership to the School, Institute or Research Centre by planning, directing, and coordinating the formulation and implementation of the academic plans and programmes of the departments of the Schools, Institutes, or Research Centres.
- 14.7.3 The Dean or Director may, subject to approval by the relevant Deputy Vice Chancellor, delegate any powers or duties under this Statute subject to such restrictions and conditions as may be imposed, provided that a power delegated shall not include power to sub delegate.
- 14.7.4 By virtue of office, the Dean or Director shall be a member of all the boards and committees in the School, Institute or Research Centre. In addition, s/he shall be a member of such committees of the Council and Senate as may from time to time be prescribed in these Statutes.
- 14.7.5 Where the Dean of a School is unable, whether by reason of his/her absence from the University, or for any other reason, to carry out his/her functions as such, the Head of one of the Departments of the School, appointed by the Deputy Vice Chancellor - Academic Services, shall act as Dean of the School. If the Heads of Department are unable to act as Dean, the Deputy Vice Chancellor - Academic Services may appoint a person of or above the rank of Senior Lecturer from among those members of the School Board referred to in Statute 14.6.1.1 to act as Dean of the School.
- 14.7.6 Where the Director of an Institute or a Research Centre is unable, whether by reason of absence from the University, or for any other reason, to carry out functions as such, the Deputy Vice Chancellor – Research, Innovation and Partnerships shall appoint from among the academic staff of the Institute or Research Centre a person of or above the rank of Senior Lecturer/Senior Research Fellow to act as Director of the Institute or Research Centre.

#### 14.8 **Appointment of Deans and Directors of Institutes or Research Centres**

- 14.8.1 Each School shall have a Dean and each Institute or Research Centre shall have a Director who shall be appointed by the Senior Staff Appointments, Promotion and Review Committee taking into consideration the recommendation of the appropriate Appointments, Promotion and Review Committee.
- 14.8.2 Where there is a vacancy in any of the offices referred to under Statute 14.8, the relevant Deputy Vice Chancellor shall cause the position to be advertised.
- 14.8.3 Candidates for the position of Dean or Director shall make their candidacy known through an application or by invitation by the University.
- 14.8.4 No person shall be eligible for appointment as Dean or Director unless he/she has been, for the twelve months preceding application, of or above the rank of senior lecturer/senior research fellow and holds a doctoral degree.



- 14.8.5 Subject to these Statutes, the Dean or Director shall hold the appointment as such for three years, and shall be eligible for re-appointment for a further term of three years provided that he/she shall not hold office for a continuous period exceeding six years.
- 14.8.6 Before the completion of the initial three year term, the Dean or Director shall inform the relevant Deputy Vice Chancellor whether or not s/he wishes to be granted a new contract in writing at least six months prior to the completion of the said initial three year term.
- 14.8.7 If the Dean or Director does not wish to be granted a new contract, the Deputy Vice Chancellor shall initiate the process of appointment of a new Dean or Director.
- 14.8.8 If the Dean or Director wishes to be granted a new contract, the Deputy Vice Chancellor shall submit an assessment of the performance of the incumbent to the appropriate Appointments, Promotions and Review Committee, which shall make a recommendation to the Senior Staff Appointments, Promotions and Review Committee on re-appointment of the Dean or Director.
- 14.8.9 On completion of two consecutive terms of office, a Dean or Director shall not be eligible for further appointment to the position of Dean or Director respectively until a three-year period has elapsed.
- 14.8.10 A Dean or Director appointed in accordance with Statute 14.9.1 shall, upon completion of their term(s), return to the substantive position held prior to Deanship/Directorship.

## 14.9 Departmental Boards

- 14.9.1 Every Academic Department shall have a Departmental Board which shall consist of the following members:
  - 14.9.1.1 The Head of the Department, who shall be Chairperson;
  - 14.9.1.2 All full-time members of the academic staff of the Department;
  - 14.9.1.3 Two students elected annually by the students of the Department from among themselves;
  - 14.9.1.4 Such other persons as the Department may determine from time to time.
- 14.9.2 Part-time members of the academic staff may attend the meeting of the Departmental Board at the discretion of the Head of Department but shall have no vote.
- 14.9.3 A Departmental Board may co-opt representatives of Departments with related interests.
- 14.9.4 The functions of a Departmental Board shall be to:
  - 14.9.4.1 Consider assessment results and recommend to School Boards for approval and onward transmission to Senate for final approval;
  - 14.9.4.2 Make recommendations for programmes and courses in the Department;
  - 14.9.4.3 Consider the general organisation of programmes and courses of study and of research and innovation within the Department and make recommendations to the School Board;
  - 14.9.4.4 Make arrangements for the examination of each course in the Department and the selection of external examiners for their academic programmes;
  - 14.9.4.5 Recommend candidates for appointment to posts within the Department;
  - 14.9.4.6 From time to time consider the progress and conduct of the students of the Department and make regular reports to the School Board;
  - 14.9.4.7 Consider other academic matters as determined by the Department.

- 14.9.5 A Departmental Board shall exclude from its meetings the student members when it is considering the academic performance in examinations or otherwise of individual students, or when it is discussing the appointment of a member of staff or any other matter relating to a member or members of staff which a Departmental Board in its discretion shall consider confidential.
- 14.9.6 Every Departmental Board shall meet at least twice each semester, but otherwise shall regulate its own procedures including the creation and establishment of committees.

#### 14.10 **Appointment of Head of Academic Department**

- 14.10.1 The Head of an Academic Department shall participate in the formulation, implementation and evaluation of the academic policies of the University and shall promote academic excellence in the teaching, research and innovation and service programmes of the University. In addition, the Head of an Academic Department shall provide academic leadership to the Department by planning, directing, and co-coordinating the formulation and implementation of the academic plans and programmes of the Department.
- 14.10.2 The Head of an Academic Department shall be appointed by the Vice Chancellor after receiving a recommendation from the Dean of the School concerned, who shall make such recommendation after consulting the full-time members of the academic staff of the Department and the Deputy Vice Chancellor-Academic Services.
- 14.10.3 No person shall be eligible for appointment as Head of Department unless he/she has been, for the twelve months preceding his/her appointment, of or above the rank of Senior Lecturer and holds a doctoral degree.
- 14.10.4 Subject to these Statutes, the Head of a Department shall hold the appointment as such for three years, and shall be eligible for reappointment for a further term of three years provided that he/she shall not hold office for a continuous period exceeding six years.
- 14.10.5 On completion of the second term of office, a Head of a Department shall not be eligible for further appointment to the position of Head of a Department until a three-year period has elapsed.
- 14.10.6 If the Head of a Department wishes to be granted a new contract (which intention shall be recorded in writing at least six months prior to the completion of the said initial three-year term), the Dean shall make a recommendation to the Vice Chancellor on re-appointment of the Head of Department, after consulting the full time members of the academic staff of the department and the Deputy Vice Chancellor-Academic Services.
- 14.10.7 If the Head of a Department does not intend to renew his/her term of office, the Dean shall initiate the process of appointment of a new Head of Department.

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## STATUTE XV: BOARD OF GRADUATE STUDIES

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- 15.1 There shall be a Board of Graduate Studies, which shall consist of the following members:
- 15.1.1 Dean of the School of Graduate Studies, who shall be Chairperson;
  - 15.1.2 One Professor appointed by Senate;
  - 15.1.3 One representative from each School, Institute or Research Centre who shall be of the rank of at least Senior Lecturer or equivalent;
  - 15.1.4 The Graduate Studies Coordinator from each of the Departments offering graduate programmes;
  - 15.1.5 Director, Office of Research and Innovation Management;
  - 15.1.6 Director, Library Services;
  - 15.1.7 The Director, Academic Registry;
  - 15.1.8 Two graduate students elected for a period of one academic year by the graduate students; and
  - 15.1.9 Such other persons as the Senate may determine.
- 15.2 The members of the Board referred to in Statute 15.1.3 and 15.1.7 shall vacate their seats at the end of each academic year but shall be eligible for reappointment to a maximum of terms.
- 15.2.1 The quorum of the Board shall be 50% of the membership thereof.
  - 15.2.2 The Board shall exclude from its meeting the students members when it is considering academic performance in examinations or otherwise of individual students, or when it is discussing any matters relating to a member or members of staff which the Board in its discretion shall consider confidential.
- 15.3 Subject to the Statutes and to such limitations as the Senate may impose, the Board shall:
- 15.3.1 Direct and regulate, within general academic policies formulated by Senate, all matters relating to programmes of graduate study;
  - 15.3.2 Approve policies, standards, guidelines and regulations pertaining to graduate programmes;
  - 15.3.3 Approve admissions and monitor the progress of all graduate students;
  - 15.3.4 Approve supervisors of Master theses and Doctoral degree dissertations;
  - 15.3.5 Appoint internal and external examiners;
  - 15.3.6 Recommend to Senate the approval of assessments;
  - 15.3.7 Consider all matters referred to it by Senate and provide regular reports to Senate.

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## STATUTE XVI: APPOINTMENTS, PROMOTIONS AND REVIEW COMMITTEES

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### 16.1 Appointments, Promotions and Review of Academic and Support Staff

The appointment, promotion, and review of every academic member of staff and of every member of the support staff of the University shall be recommended by an Appointments, Promotions and Review Committee.

### 16.2 School Appointments, Promotions and Review Committees

16.2.1 There shall be a School Appointments, Promotions and Review Committee of each School which shall consist of the following members:

16.2.1.1 The Dean of the School who shall be Chairperson; and where the Dean is under review, the Deputy Vice Chancellor - Academic Services shall be the Chairperson;

16.2.1.2 Heads of Department;

16.2.1.3 Two members elected by the School Board;

16.2.1.4 One Professor from each Department, elected by the members of the Departmental Board; provided where the Department does not have positions of Professor/associate professor, or the positions are vacant, the Department shall be represented by a senior member of the academic staff elected by members of the Departmental Board;

16.2.1.5 At the discretion of the Chairperson, not more than two Professors with special competence from outside the School; and

16.2.1.6 A Human Resources Representative shall be the Secretary and shall have no voting right.

16.2.2 Subject to such directions as may be given by the Senior Staff Appointment, Promotion and Review Committee, the Committee shall make recommendations on the appointment, promotion and review of the academic staff of the School.

### 16.3 Institute and Research Centre Appointments, Promotions and Review Committees

16.3.1 There shall be an Institute or Research Centre Appointments, Promotions and Review Committee of each Institute or Research Centre which shall consist of the following members:

16.3.1.1 The Director of the Institute or Research Centre who shall be the Chairperson; and where the Director is under review, the Deputy Vice Chancellor – Research, Innovation and Partnerships shall be the Chairperson;

16.3.1.2 Heads of Department or unit;

16.3.1.3 Two members of the staff of the Institute or Research Centre elected by the staff of the Institute or Research Centre;

- 16.3.1.4 At the discretion of the Chairperson, not more than two additional members with special competence from within or outside the University; and
  - 16.3.1.5 A Human Resources Representative shall be the Secretary and shall have no voting right.
  - 16.3.2 Subject to such directions as may be given by the Senior Staff Appointment and Review Promotion Committee, the Committee shall make recommendations on the appointment, promotion and review of the staff of the Institute or Research Centre.
- 16.4 Procedure for Recruitment, Promotion and Appointment of Support Staff**
- 16.4.1 Subject to directions as may be given by the Senior Staff Appointments, Promotions and Review Committee, (SSAPRC) the Committee shall make recommendations on the appointment, promotion and review of the staff in the Division.
  - 16.4.2 There shall be Divisional Appointments, Promotions and Review Committees which shall consist of the following members:
    - 16.4.2.1 The Vice Chancellor, who shall be the Chairperson;
    - 16.4.2.2 All Directors in the Division;
    - 16.4.2.3 Three members of the staff of the Division elected by the staff of the Division; and
    - 16.4.2.4 At the discretion of the Chairperson, not more than two additional members with special competence from within or outside the University.
    - 16.4.2.5 A Human Resources Representative shall be the Secretary and shall have no voting right.
  - 16.4.3 In the event of a vacancy arising in the position of Director, the Divisional Head shall initiate the recruitment process and cause the position to be advertised or motivate for promotion of staff or redeployment in accordance with the Conditions of Service.
  - 16.4.4 The DAPRC shall submit to the SSAPRC the following in the case of advertisement-
    - 16.4.4.1 Report of the Interview panel;
    - 16.4.4.2 Psychometric assessment reports of the top two candidates; and
    - 16.4.4.3 CVs
  - 16.4.5 In the event of an incumbent seeking a new contract, the incumbent shall notify the Divisional head 6 months before the end of his/her contract.
  - 16.4.6 The DAPRC shall evaluate the performance of the incumbent on the basis of the following:
    - 16.4.6.1 Self-assessment
    - 16.4.6.2 Updated CV and certified copies of qualifications.
    - 16.4.6.3 Assessment by Supervisor
    - 16.4.6.4 Assessment by Supervisees and the PMS Report for the contract period

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**STATUTE XVII: STUDENT REPRESENTATIVE COUNCIL**

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## 17. The Student Representative Council (SRC)

### 17.1 Composition

- 17.1.1 Subject to the Act and the Statutes and in accordance with the provisions of the SRC Constitution approved by Council, there shall be established the Botswana Open University Student Representative Council, comprising student leaders elected by the student body to represent and ensure that the students' voice is heard and considered in all University governance and policy making discourse;
- 17.1.2 Members of the SRC shall be elected by bona fide students of the University, as defined in the Act and Statutes, provided they meet the requirements as set out in the provisions of the Student Representative Council Constitution and related policies and regulations approved by Council;
- 17.1.3 The terms of office of members of the Student Representative Council shall be in accordance with the provisions of the Student Representative Council Constitution, and related policies and regulations approved by Council;
- 17.1.4 Subject to the Act and the Statutes, the composition and structure of the SRC shall be in accordance with the provisions of the Student Representative Council Constitution, related policies and regulations approved by Council;
- 17.1.5 Subject to the Act and Statutes and in accordance with the provisions of the Student Representative Council Constitution and related policies and regulations approved by Council, the SRC shall have representation at Regional Campus level;
- 17.1.6 The SRC shall provide a platform for promoting student active participation in shaping and influencing University policymaking and governance decision-making in order to enhance the teaching and learning, research and innovation, and community engagement mission of the University.

### 17.2 Functions of the SRC

- 17.2.1 The SRC shall exercise such powers as shall be prescribed by the Student Representative Council Constitution, subject to the Act, Statutes and Ordinances, in order to carry out key functions, including, inter alia:
  - 17.2.1.1 To represent and observe fairness in student relations with University management and staff;
  - 17.2.1.2 To provide a platform through which students contribute and influence the shape and future direction of the University;
  - 17.2.1.3 To liaise with University management to ensure quality service delivery for students;
  - 17.2.1.4 To promote accountability by ensuring that the University is compliant with provisions of the Student Service Charter;
  - 17.2.1.5 To provide a platform for facilitating communication between students and University management and staff on student governance issues; and

- 17.2.1.6 To continuously inform students and receive feedback on the activities of the SRC.
- 17.2.2 Subject to the Act and Statutes and in accordance with the provisions of the Ordinances, Policies and Regulations approved by Council, there shall be SRC representation in the following University Boards and Committees and any other Boards and/or Committees as Council may determine, from time to time, on the advice of the Vice Chancellor:
  - 17.2.2.1 Senate;
  - 17.2.2.2 APQAC
  - 17.2.2.3 URIC
  - 17.2.2.4 School Boards;
  - 17.2.2.5 Departmental Boards; and
  - 17.2.2.6 The Board of Graduate Studies.

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## STATUTE XVIII: MANAGEMENT OF THE UNIVERSITY

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### 18.1 Executive Management Team

- 18.1. Pursuant to Section 8 (5) of the Act, there shall be an Executive Management Team responsible for the executive leadership of the University, overseeing the development and implementation of the University's strategic plans and policies, mobilising resources and providing executive day-to-day management of the University.
- 18.2. Without prejudice to the generality of 18.1 above, Management shall specifically be responsible for:
  - 18.2.1 Developing and implementing approved strategic plans and policies on academic, financial and administrative activities of the University;
  - 18.2.2 Mobilising resources for the University through the annual budgeting process and additional income generation strategies;
  - 18.2.3 Providing effective leadership in the management of resources and provision of facilities for the University;
  - 18.2.4 Ensuring that the University recruits and retains sufficient numbers and calibre of academic and support staff on such competitive terms and conditions of service as Council shall determine;
  - 18.2.5 Controlling and coordinating operations of functional heads within each Division;
  - 18.2.6 Instituting and implementing a robust system for the proper keeping of University of accounts, other records and information;
  - 18.2.7 Establishing and implementing an effective risk management system;

- 18.2.8 Ensuring timely audit of the University's accounts;
- 18.2.9 Ensuring that Senate and Council meetings are held as planned with appropriate documents; and
- 18.2.10 Implementing decisions of Senate and Council.

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## **STATUTE XIX: REGULATIONS AND ORDINANCES**

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- 19.1. Subject to the Act and Statutes, the Council may make Regulations and Ordinances prescribing any matter which, in the opinion of Council, is appropriate to be prescribed for the better carrying out of the University's functions and in furtherance of the Statute.

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## **STATUTE XX: REVIEW AND AMENDMENTS**

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- 20.1 Council shall from time to time review the Statutes to keep them up to date and to accommodate any changes as may be necessary.
- 20.2 Council may at any time amend or repeal any Statute and/or regulation/Ordinance provided that Council shall not amend or repeal any Statute, Regulation or Ordinance which, in the opinion of Council, affects academic matters without first consulting the Senate and considering any representations the Senate may make upon such Statute, Regulation or Ordinance, amendment, or repeal as the case may be.



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## STATUTES XXI: MISCELLANEOUS

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### 21.1 **Academic Freedom**

Academic staff employed by the University shall have freedom within the law to question and test accepted theories and practices, and to put forward new ideas and controversial or unpopular opinion, without placing themselves in jeopardy of losing their jobs or privileges.

### 21.2 **Non-discrimination**

The University shall, within the limits of the law, not discriminate against any person on any grounds.