

HUBERT KAIRUKI MEMORIAL UNIVERSITY

Revised Organizational Structure

June, 2021

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LIST OF ABBREVIATIONS

CCEB	Consultancy, Continuing Education and Outreach Bureau
DVC	Deputy Vice Chancellor
DVCAC	Deputy Vice Chancellor for Academic Affairs
DVCPFA	Deputy Vice Chancellor for Planning, Finance and Administration
HRMA	Human Resources Management and Administration
ICT	Information and Communication Technology
KH	Kairuki Hospital
KHEN	Kairuki Health and Education Network
HKMU	Hubert Kairuki Memorial University
MEMART	Memorandum and Articles of Association
SAC	School/Institute Academic Committee
SGB	School/Institute Governing Board
TCU	Tanzania Commission for Universities
TZS	Tanzanian Shilling
VC	Vice Chancellor

INTRODUCTION

Background

In 2003, Hubert Kairuki Memorial University (HKMU) undertook a comprehensive review of its organisational structure. So many changes have taken place during the 17 years since the review. Some of the major changes include introduction of the University Charter in 2010 and the new Five-Year Rolling Strategic Plan for 2018 - 2023. The University therefore decided to revise the 2003 organisational structure to accommodate the changes and provide the framework for reviewing other management instruments.

Following a presentation of the rationale for the revised organisational structure in Chapter 2, the revised organisational structure is presented in two chapters: Chapter 3 -the organisational structure of positions; and, Chapter 4- the structure of the main participatory decision-making organs of the University.

Study Objectives

The review of the HKMU organisational structure has focused on the following main objectives:

1. To develop a comprehensive organisational structure of position roles of the University;and,
2. To review the structure of the main participatory decision making organs of the University.

Methodology

The development of the organisational structure was based on a comprehensive review of pertinent documents availed to the consultant by the University. A list of all the reviewed documents is the list of references. The review was also informed by an analysis and a synthesis of questionnaire responses from the Units and Principal Officers of the University and by the feedback provided by the Units and Officers on the various drafts of the document. The review finally benefitted from comments from a validation workshop involving HKMU management and selected staff.

RATIONALE FOR THE RENEWED ORGANISATIONAL STRUCTURE

Conceptual Framework

An organisational structure is a diagrammatic presentation of how the organisation has been designed to function. It is a crucial management device that facilitates the specification and grouping of functions and activities as well as definition of key mechanisms for activity supervision and coordination to attain the objectives and vision of the organisation.

An organisational structure indicates how individuals and groups in an organisation are arranged with respect to the positions they hold; the relative authority they possess, and the functions they perform in the organisation; what each organisational unit performs and the main jobs within it; and, how the different units relate to each other in performing their functions. It also contains a diagrammatic presentation of the key policy making and decision-making participatory organs (i.e., boundary spanning mechanisms) from the highest, i.e., board level) to the lowest in the hierarchy - the management level.

An effective structure is that which is aligned to the vision and strategies of the organisation. It is also that which promotes institutional sustainability by promoting a lean structure that delivers the core mandates of the institution. The structure has to be translated into relevant and practical functions for each Unit and ultimately job descriptions as part of the schemes of service.

Rationale

The rationale behind the revised Organisational Structure of HKMU includes the following:

1. To align with the changes in the University Charter of 2010 related to the required main positions and organs as well as their expected functions.
2. To facilitate having an organisational environment that is more organic and responsive to change including expansion of the University's operations.
3. To facilitate the implementation and the changes expected to be brought by the HKMU Rolling Strategic Plan 2018 - 2023.

4. To further clarify the reporting relationships of the staff, thus removing presumed and apparent ambiguities related to individual responsibilities and accountability. This is expected to improve functional effectiveness and efficiency.
5. To put up an organisational structure that will further encourage the University's staff to undertake research and publications more proactively.
6. To further encourage HKMU staff to undertake consultancies as a means of contributing more effectively towards addressing practical societal problems of Tanzania, also to assist both the University and its staff to generate additional income streams.
7. To further articulate and broaden within HKMU, the role and application of Information and Communication Technology (ICT) in daily operations management, academic leadership and quality delivery.
8. To further promote cross-transfer of the outputs from research & consultancies into the teaching processes.
9. To ensure a leaner, more accountable and transparent but more effective organisational framework for the University.
10. To support implementation of the relevant national laws and programmes.

Design Philosophy

HKMU is a privately owned, non-profit-making University. It has so far relied upon funding from students' fees. In order to fit within these narrated financial constraints, the following design philosophies that guided the earlier version of the structure are maintained in the development of the new HKMU structure:

1. The design of an organisational structure with a manageable span of control not exceeding 6;
2. The need to design a lean and cost-effective structure that will not result in undue expenditure of funds for the wage bill;
3. A structure that entails minimum bureaucracy by avoiding introduction of too many layers of the officials through which one has to report prior to implementing something;
4. To avoid undue proliferation of the number of jobs and salaries of staff members paid by the University;

5. A high respect for the private nature of ownership of HKMU and hence the need to ensure the Vice Chancellor is answerable to the Council and ultimately to the Board of Directors of Kairuki Health and Education Network (KHEN), the HKMU Owner, as per the Charter.
6. A university that is well managed and closely guided by the HKMU Charter of 2010 and Rolling Strategic Plan 2018 - 2023 in the implementation of all its activities; and,
7. The new structure recognises and facilitates the critical role of ICT in the improvement of academic services and in particular for teaching, learning, and research.

REVISED HKMU ORGANISATIONAL STRUCTURE OF POSITIONS

This Chapter presents the revised organisational structure. It has been arrived at through the following major analyses:

1. Scrutinising the current legal framework and organisation structure from top to bottom and suggesting the needed changes to improve co-ordination, span of control and decongesting the structure to facilitate efficient and effective running and growth of the University.
2. Reviewing the participatory organs (including committees of these organs) from the top level to the bottom level, critically appraising their composition and functions, and then proposing an appropriate structure of the participatory organs, specifying how best they should be constituted, including a clear delineation of their functions and performance measures.
3. Developing/reviewing the structure of the main Units and determining how they should link to each other to achieve optimal effectiveness, efficiency in realization of the University's mandates, mission, vision and functions.
4. Defining clearly the functions of all the major Units from the apex to the bottom level.
5. Appraising the design of all Units to determine their internal consistency and efficiency. Suggesting changes to facilitate efficient and effective realization of HKMU's mission and vision. Changes have included combining and rationalizing of units to enhance cost effective operations and delivery

efficiency and overall competitiveness of the University nationally and internationally.

Key Changes to the Existing Organisational Structure

Currently, HKMU has two Faculties that is the Faculty of Medicine for the Doctor of Medicine and Faculty of Nursing for Bachelor of Science in Nursing. It also has the Kairuki School of Nursing, which offers Certificate and Diploma in Nursing and the Institute of Postgraduate Studies, which oversee all postgraduate programmes such as Masters in Internal Medicine; Obstetrics and Gynaecology; Paediatrics and Child Health; Surgery; Public Health; and, Social Work.

The University is envisaged to move to an *organisational framework of Schools and strong academic departments* to enhance effectiveness and better integration of teaching, research and public services. *The envisaged Schools will offer both undergraduate degree and non-degree programmes* (that is, Certificates, Diplomas and Degrees) *and graduate programmes* (such as postgraduate diplomas, masters and doctoral programmes) in their respective fields. *They will also engage in research, consultancy and continuing education and outreach in general. Each School will be headed by a Dean who will be assisted by an Assistant Dean and the Chairpersons of Departments.*

The University campus at Mikocheni is full and the current plan is to establish another campus at Boko-CCM along the Ununio Beach Road. Thus, the following schools are envisaged to operate at the new campus:

- A) School of Medicine.
- B) School of Pharmacy.
- C) School of Laboratory and Environmental Health Sciences.
- D) School of Nutrition and Biotechnology.
- E) School of Social and Natural Sciences.

The current campus at Mikocheni is proposed to be preserved for the **School of Nursing**. It will thus *merge the existing Faculty of Nursing and the Kairuki School of Nursing*. *The School of Nursing* will offer both undergraduate - Certificates, Diplomas, Degrees, Master and Doctoral/PhD programmes.

It is further proposed to reconsider the envisaged idea of having a School of Postgraduate/Graduate Studies comprising 5 Directorates - for Internal Medicine, Obstetrics and Gynaecology, Paediatrics and Child Health, Surgery, Community Medicine and Public Health. *Postgraduate programmes should ideally be mainstreamed in the above-mentioned Schools and then introduce a Postgraduate Studies Director's office to coordinate the policy, monitoring and common administrative aspects of postgraduate studies of the University.*

It is also proposed to reconsider the envisaged Directorate of Social and Natural Sciences. It is better to *establish it as a School of Social and Natural Sciences.*

Likewise, it is more expedient for the postgraduate studies and research and publications to be coordinated, centrally under one roof. *This document has therefore proposed to maintain the current position of Director of Postgraduate Studies and Research.*

It is suggested to elevate the role of coordinating the offering of consultancies and continuing education to the public. This role should ideally be separated from that of coordinating research; otherwise, the former has a tendency of overshadowing the latter. It is thus proposed to establish a Directorate of Consultancy, Continuing Education and Outreach.

Subject to further assessment, looking at the economies of scale and other factors, the proposed School of Medicine will be composed of 12 Departments namely Internal Medicine; Obstetrics and Gynaecology; Paediatrics and Child Health; Surgery; Anatomy, Histology and Embryology; Physiology; Biochemistry and Molecular Biology; Pharmacology; Pathology; Microbiology; Psychiatry and Community Medicine. *The assessment should consider how best to further cluster the departments to be much fewer and thus easier to achieve economies of scale.*

The current other Departments such as Development Studies, Behavioural Sciences, Communication Skills and the Department of Social Work are proposed to be moved into the School of Social and Natural Sciences; a change from the current set-up where they are under the Faculty of Medicine and in the Directorate of Postgraduate Studies and Research Institute. Subject to further assessment, these programmes once moved to the School of Social and Natural Sciences will stand as departments charged with the responsibility to establish new programmes and courses in a bid to diversify university programmes. Gender issues will be addressed in the envisaged new School of Social and Natural Sciences as one of the cross-cutting issues.

The School of Nursing will be composed of 5 Departments namely the Department of Basic Sciences; Maternal and Child Health; Community Health Nursing; Mental Health and Psychiatry; and Medical and Surgical Nursing. *Further assessment to explore how best to further cluster the departments to be much fewer.*

The Quality Assurance Office should be made an independent office in the Office of VC because its core functions are to audit the academic functions and processes, which are directly under DVC Academic's Office and this must be done independently. Besides, the office has to assure the quality of the administrative offices and units. Moreover, its officers have to be independent and not be among the teaching staff as per TCU guidelines.

The Internal Audit Unit should only report to the VC administratively. Functionally, it should be accountable to the Finance, Planning, Risk Management and Audit Committee of Council.

Given the envisaged growth of HKMU in medium-term future and to facilitate the growth, it is proposed to maintain and strengthen the existing Department for Planning, Development and Resources Mobilisation to accord the three interrelated functions adequate attention. This Department will be charged with the responsibility to monitor and oversee the strategic development and growth of the University and constituent and allied/affiliated schools in line with strategic direction of the University. Various aspects of growth will be addressed including development of facilities, infrastructure and systems. The Department will additionally oversee the establishment of strategic programmes and projects in collaboration and in consultation with university stakeholders. As the growth and development of the University will require increased resources, the Department would have to play a crucial role in resources mobilisation.

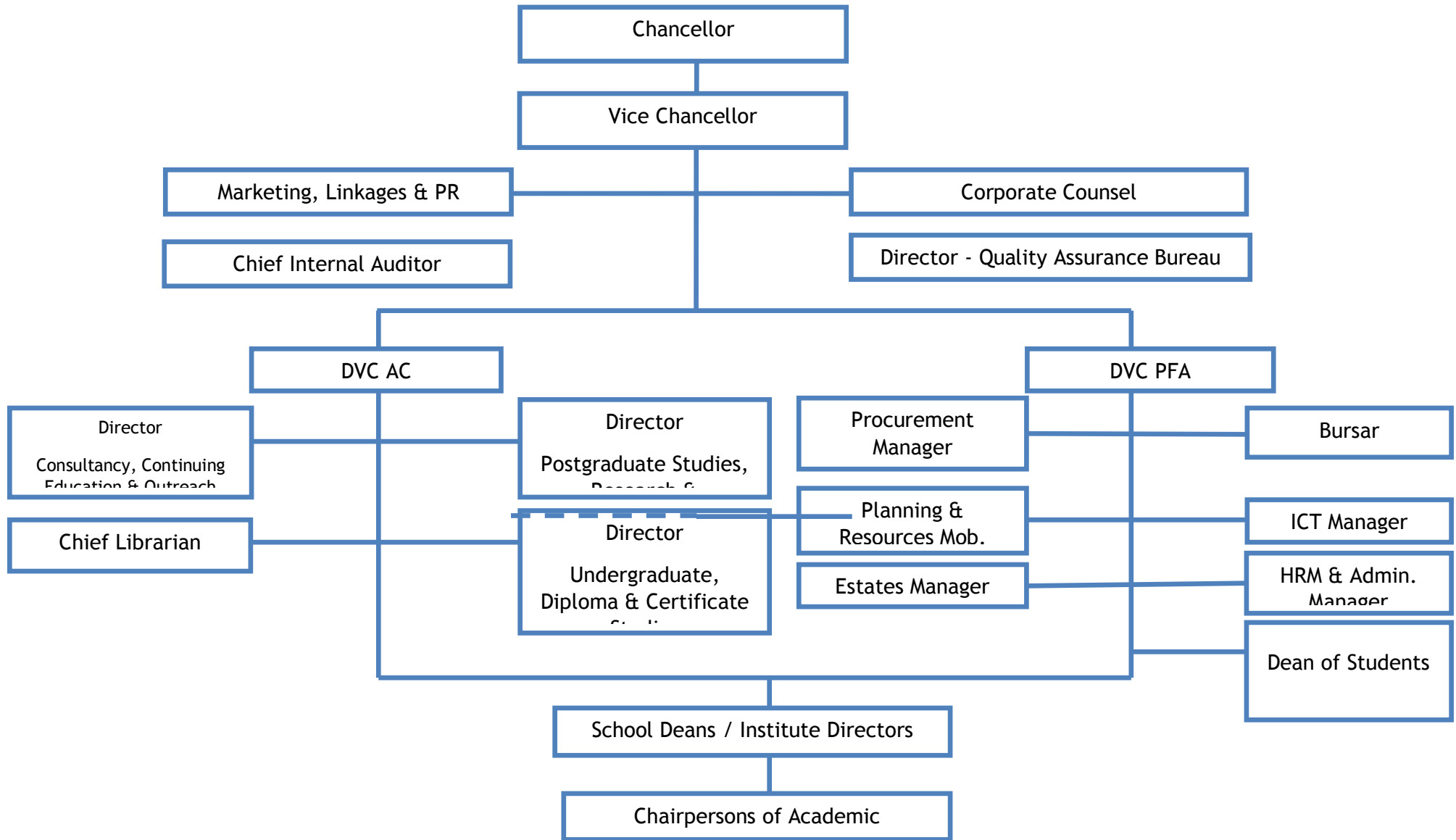
The University has decided to establish an **Endowment Fund** which has been registered with RITA. The Fund is envisaged to contribute to the sustainability of the operations of the University. In future it will provide scholarships to bright and needy students, provide scholarships to staff on priority areas and support research activities in areas of interest to the University. It has been decided by the University that all students enrolled at HKMU will be charged TZS 50,000 as Development Fee, annually, which will be deposited in the Endowment Fund. Given the current 1,450 students population at HKMU, this means, about TZS 75,500,000 will be collected annually or TZS 362.5m in five years. The target is to mobilise TZS 1Billion in 5-10 years. Once this amount is mobilized, a Fund Manager will be engaged, purposely, to trade with the funds. The realised proceeds will partly be reinvested and while

the rest will be spent on the core areas of the fund. ***Best practice is to appoint an Investment Bank as a Fund Manager, preferably instead of an individual as a way to mitigate/manage costs.*** Hiring an individual to mobilize funds for the Endowment will take time, high running costs and one might not achieve the expected goals. ***It is proposed when the time comes, the Fund Manager be an appointed Investment Bank.*** It is further suggested that internally with immediate effect, an office be established in the suggested Department for Planning, Development and Resources Mobilisation ***to coordinate activities related to the Endowment Fund including, in future, to liaise with the appointed Fund Manager.*** The officer must be someone with Accounting/Finance and working knowledge on stock exchange and treasury bills trading.

The Revised Organogram of the University

The proposed University's organisational structure of position roles is given in Figure 3.1. It has two major wings - Academics and Administration. All Deans of Schools and Directors of Institutes are expected to report to the two DVCs depending on the nature of the issues at hand - whether academic or administrative.

Figure 3.1: Overall HKMU Organisational Structure



Figures 3.2to 3.6 presents the organisational structure of the Vice Chancellor's office and the units that support it. The units are the Internal Audit; Marketing, Linkages & Public Relations; Legal; and Quality Assurance.

Figure 3.2: Overall HKMU Organisational Structure

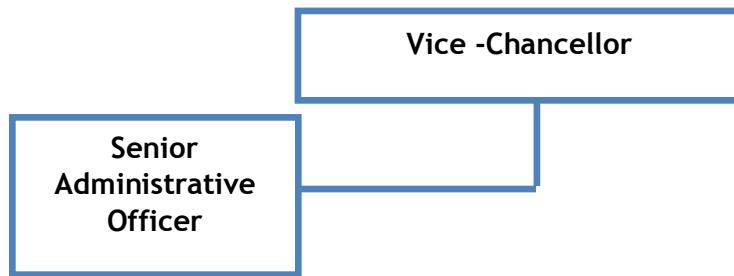


Figure 3.3: Organisational Structure of the Internal Audit Unit

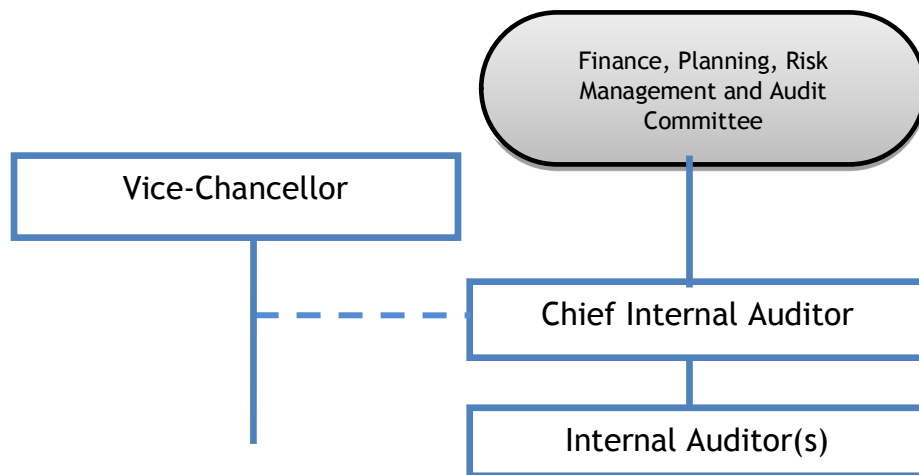


Figure 3.4: Organisational Structure of the Marketing, Linkages and Public Relations Unit

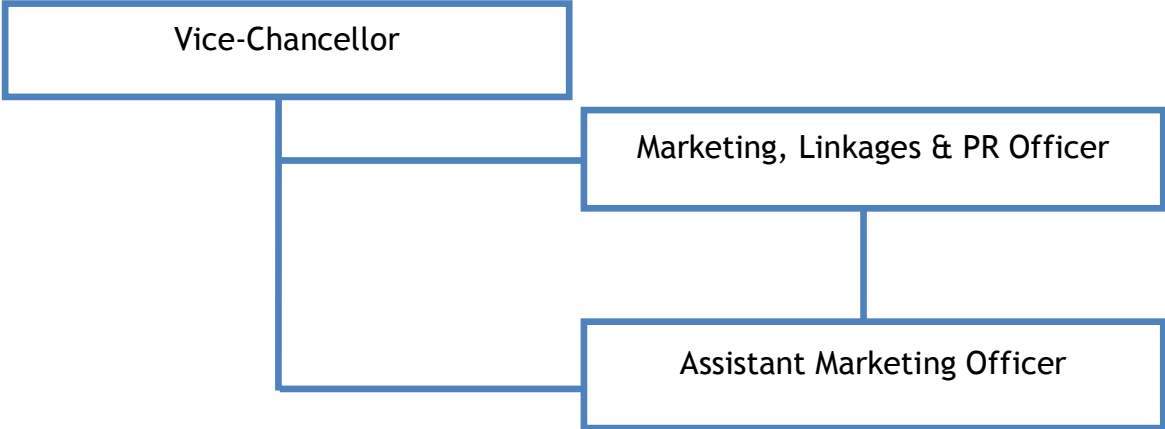


Figure 3.5: Organisational Structure of the Legal Unit

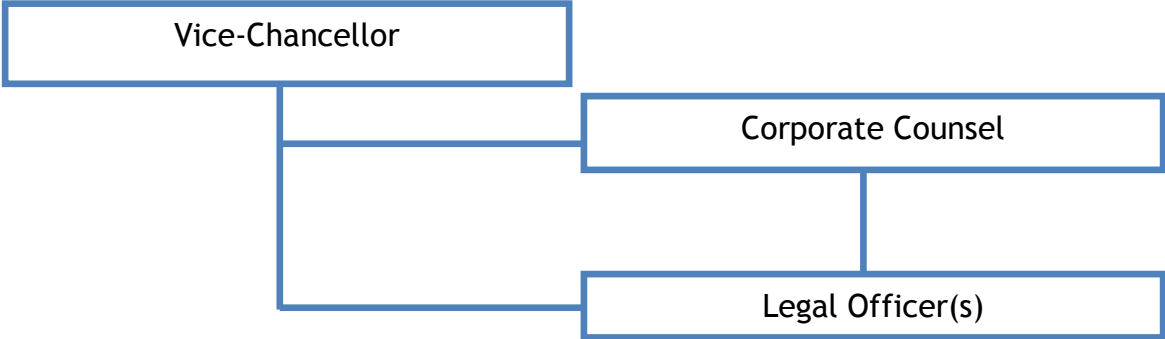
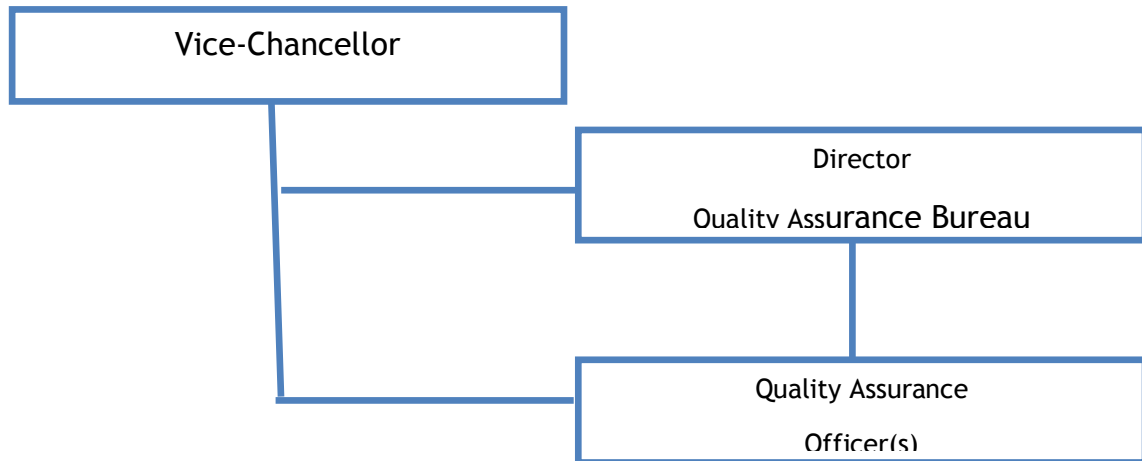


Figure 3.6: Organisational Structure of the Quality Assurance Bureau



puty Vice Chancellor – Administration’s Office

Figure 3.7 presents the organisational structure of the DVC - Planning, Finance and Administration’s Office with all the main departments and Units shown. While Figures 3.8 to 3.12 presents the internal structures of the Units.

Figure 3.7: Organisational Structure of the DVC- Planning, Finance and Administration’s Office

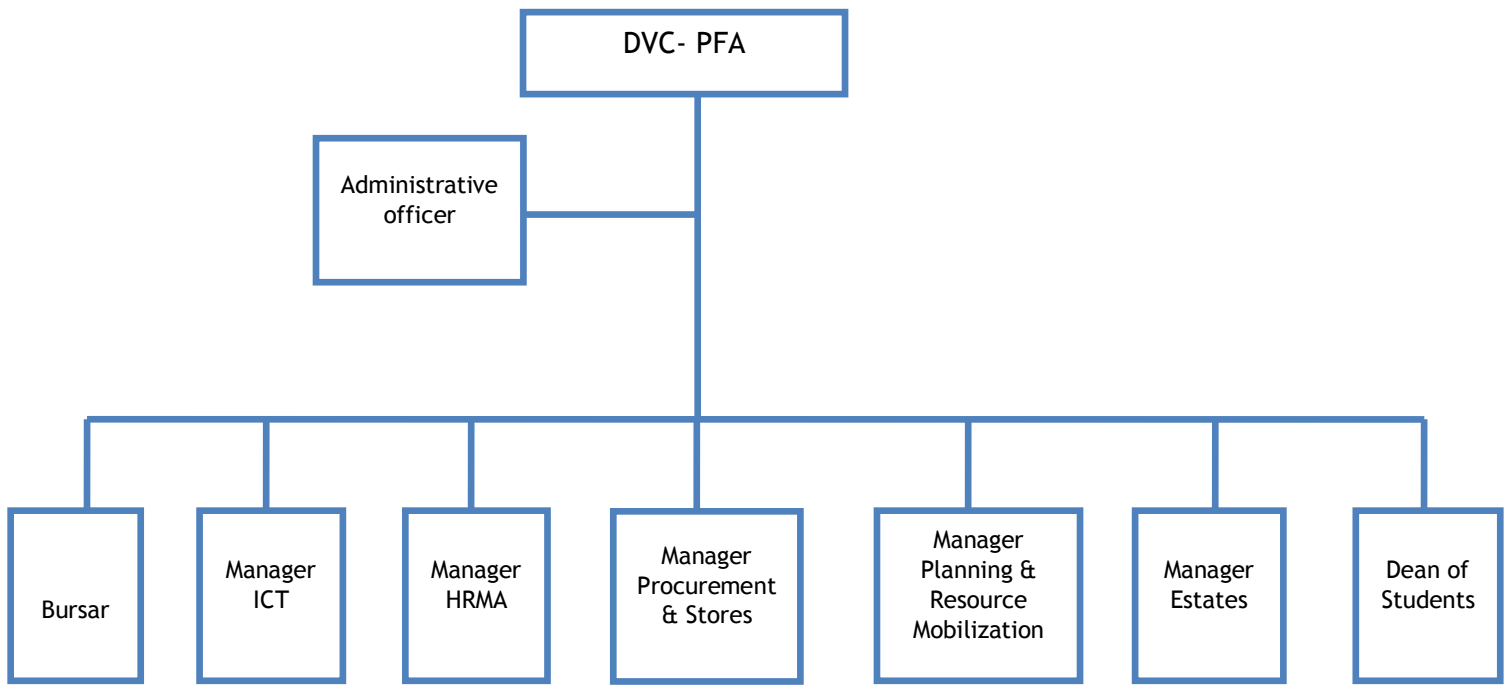


Figure 3.8: Organisational Structure of the Human Resource Management & Administration Department

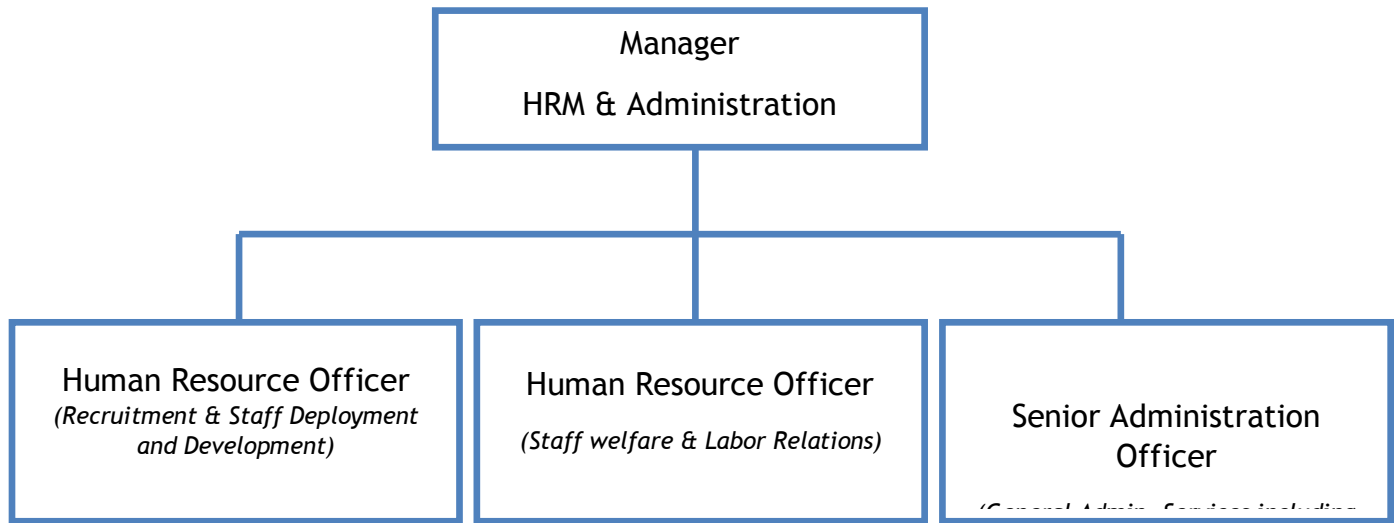


Figure 3.8: Organisational Structure of the Planning, Development and Resources Mobilization Department

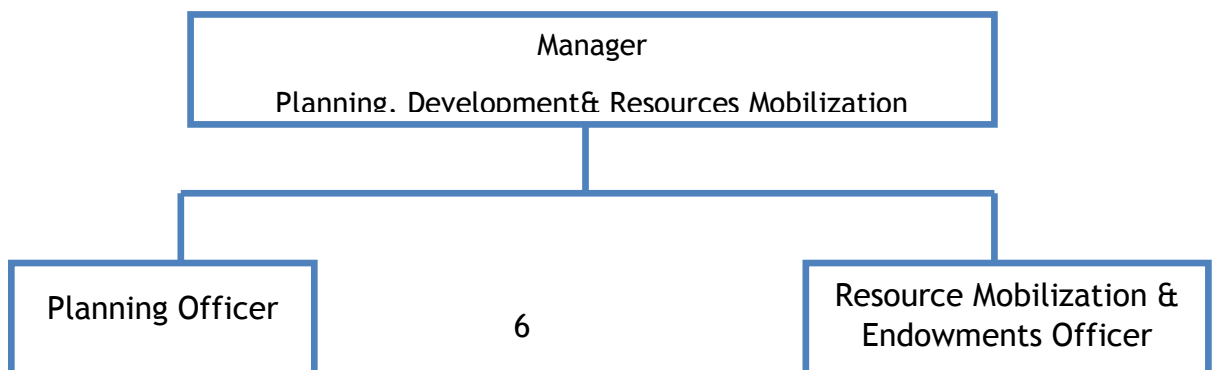


Figure 3.9: Organisation Structure of the Estates Department

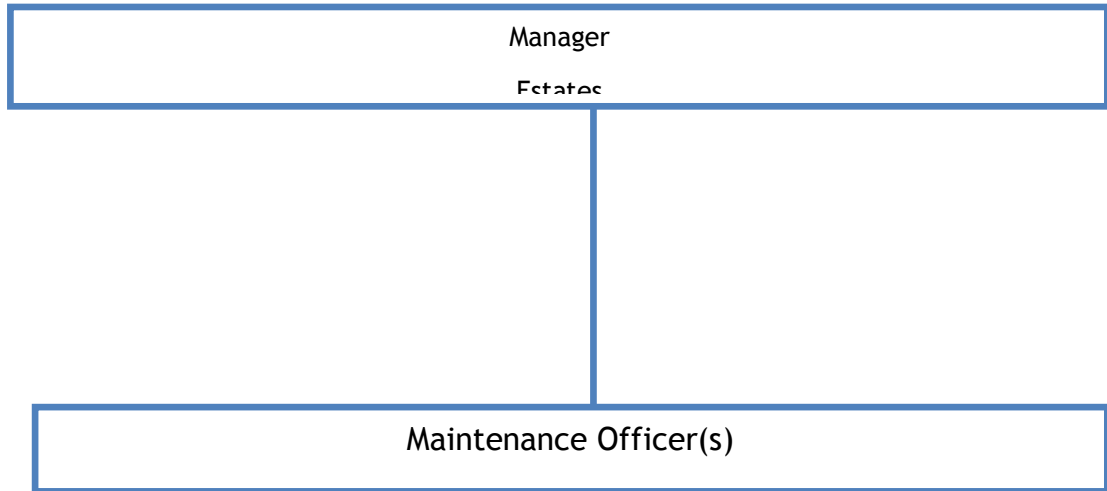


Figure 3.10: Organisation Structure of the ICT Department

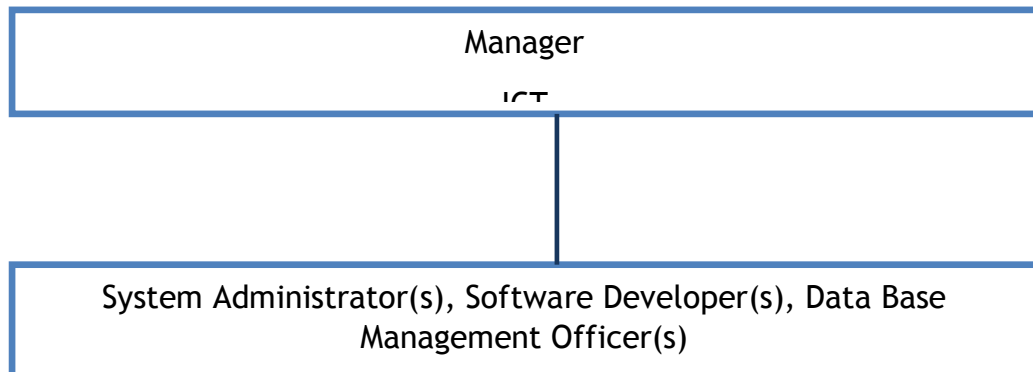


Figure 3.11: Organisation Structure of the Bursar's Office

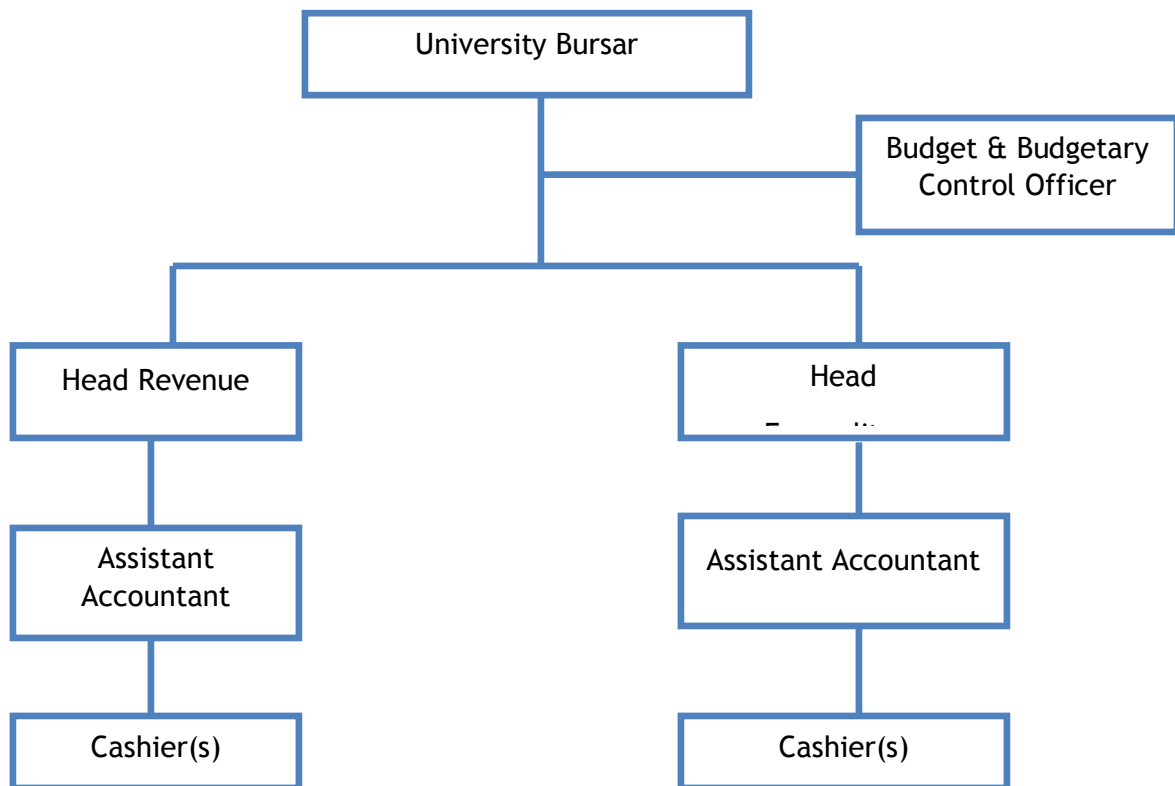


Figure 3.12: Organisation Structure of the Dean of Students' Office

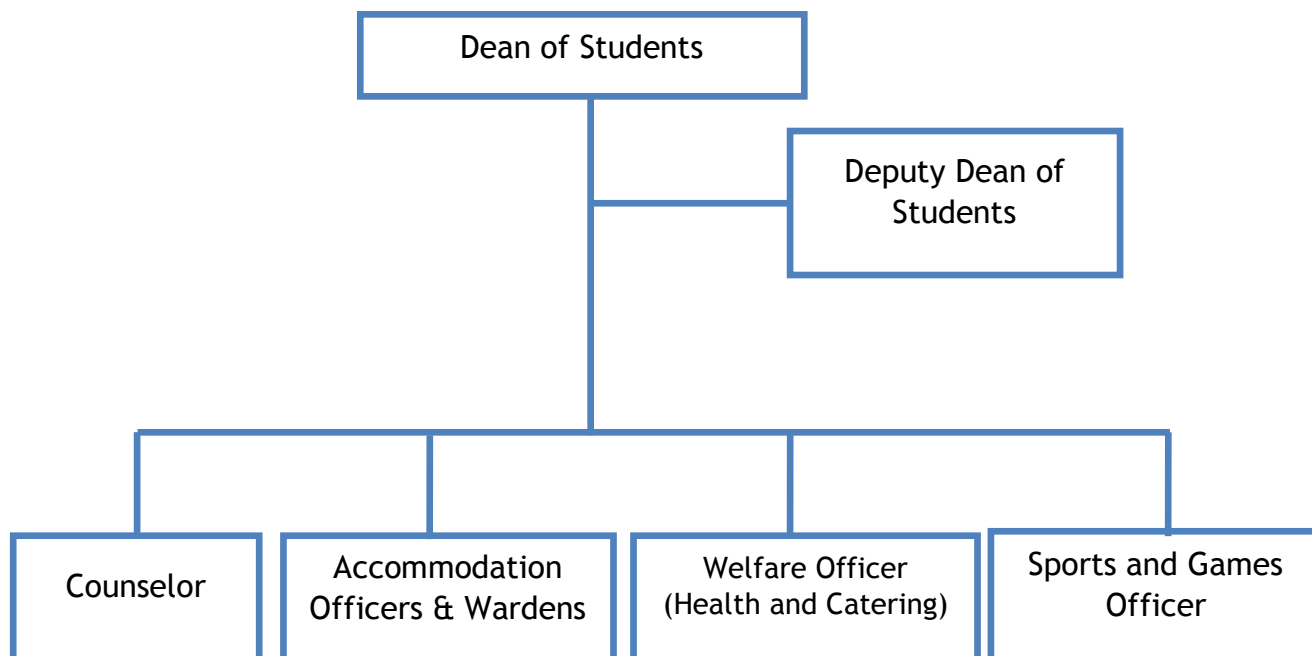


Figure 3.14 presents the organisational structure of the DVC Academics' Office with all the main departments. While Figures 3.13 to 3.17 present the internal structures of the Units.

Figure 3.13: Organisational Structure of the DVC- Academics' Office

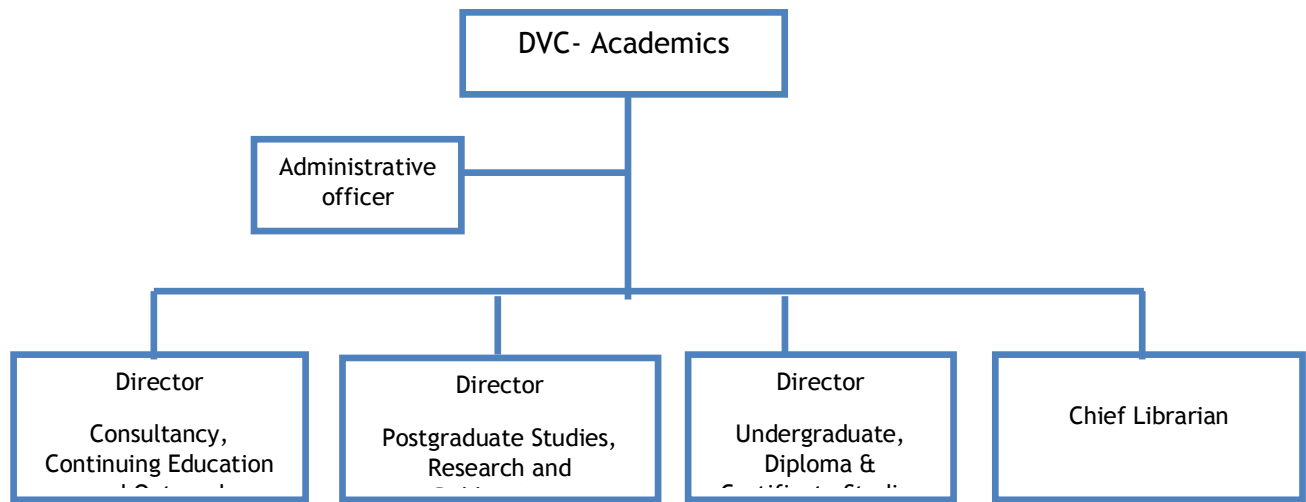


Figure 3.14: Consultancy, Continuing Education and Outreach Bureau (CCEB)

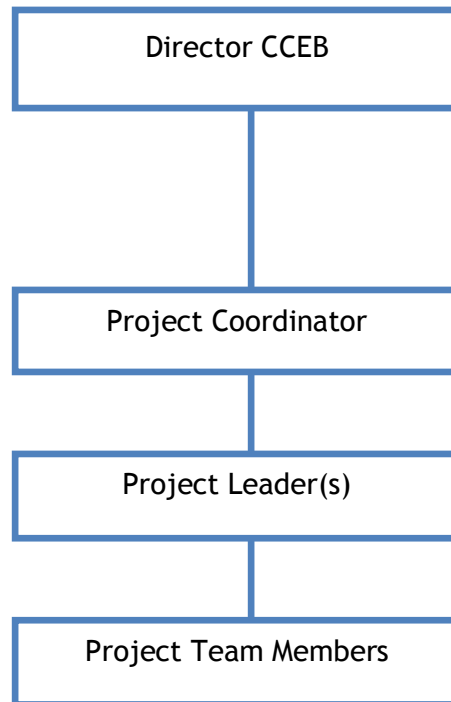


Figure 3.15: Director of Postgraduate Studies, Research and Publications

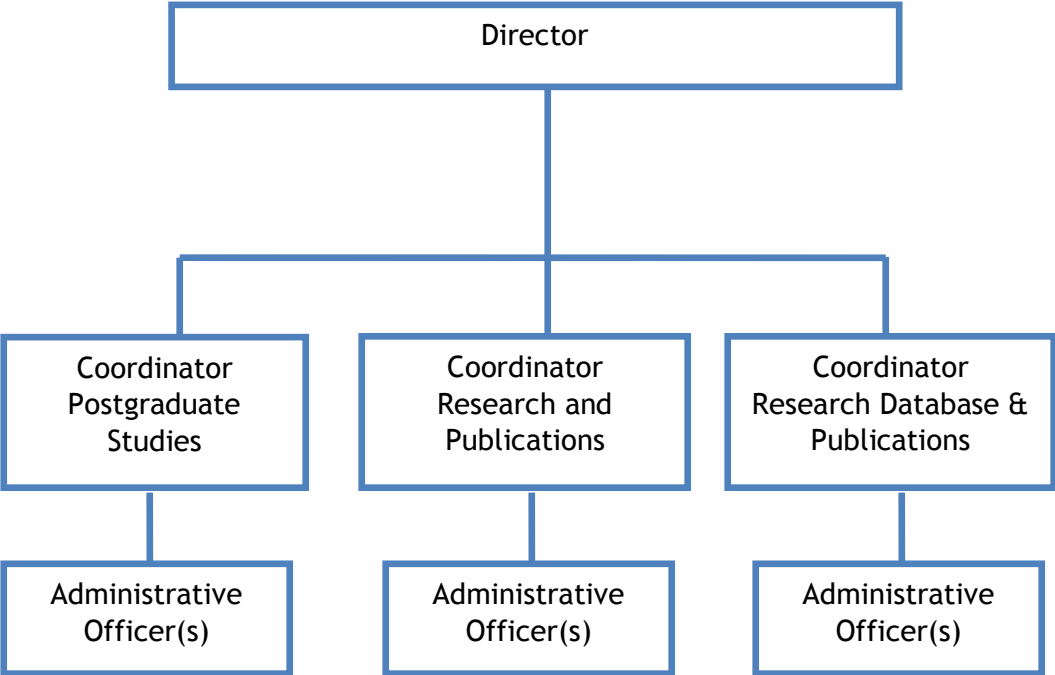


Figure 3.16: Director of Undergraduate, Diploma and Certificate Studies

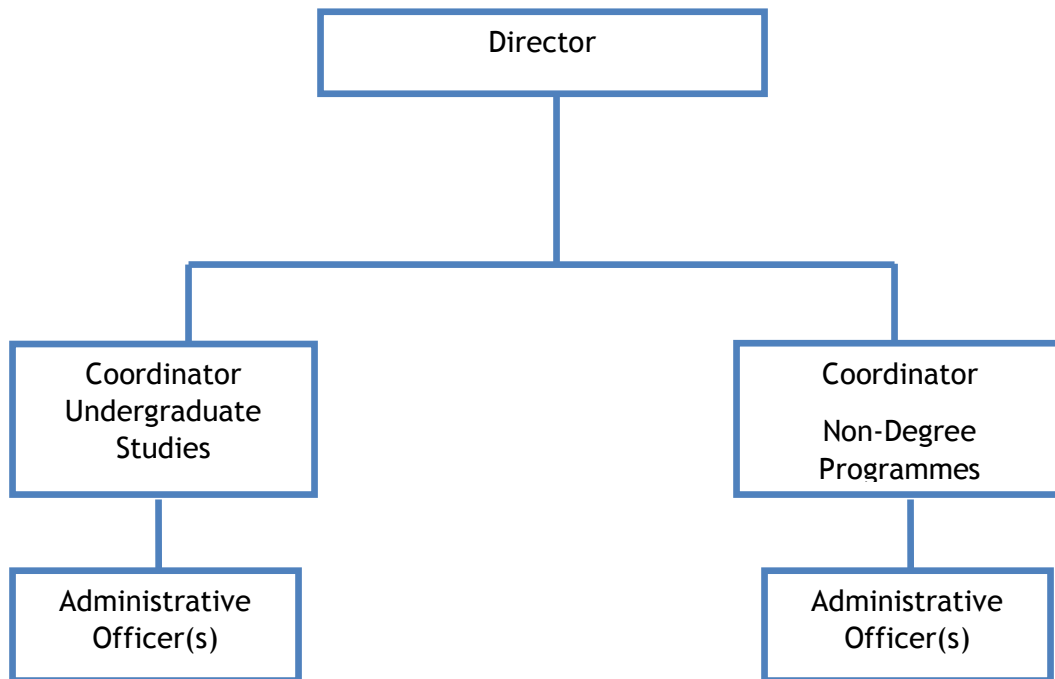
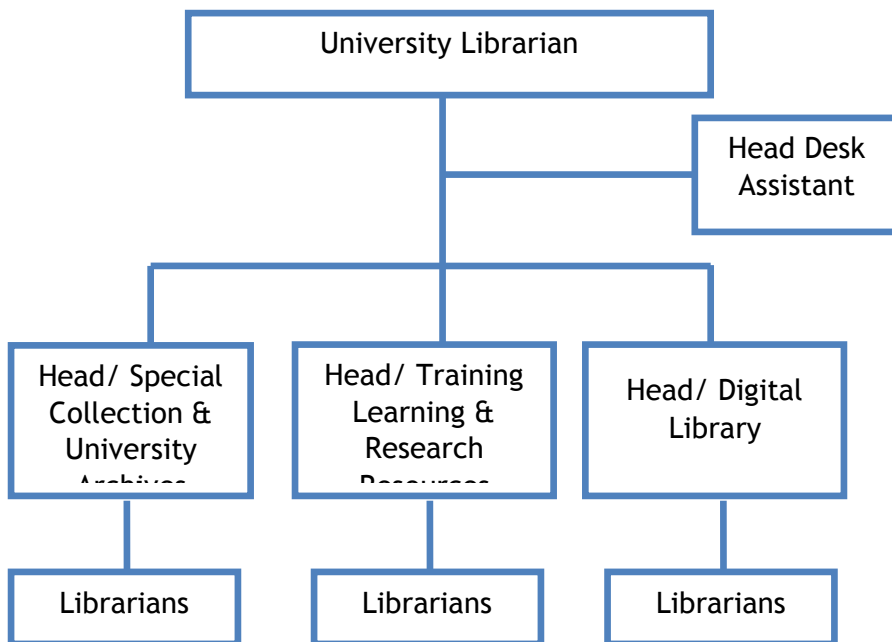


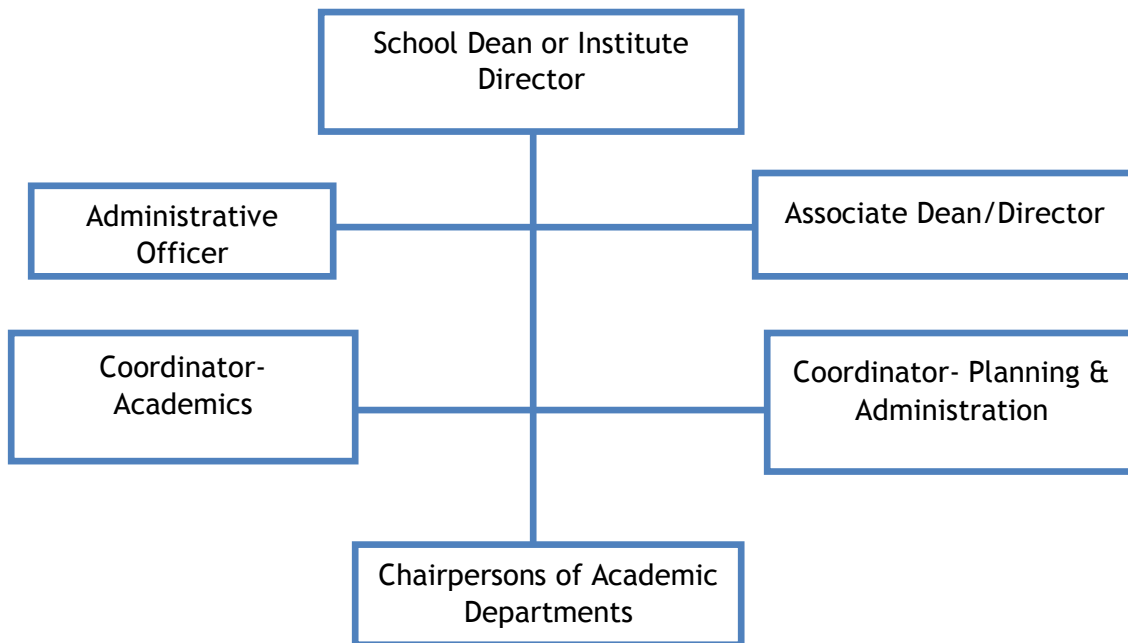
Figure 3.17: University Library



1. Schools and Institutes

Figure 3.18 gives the organisational structure of positions of the Schools and Institutes. The Deans will directly supervise all Chairpersons of academic departments.

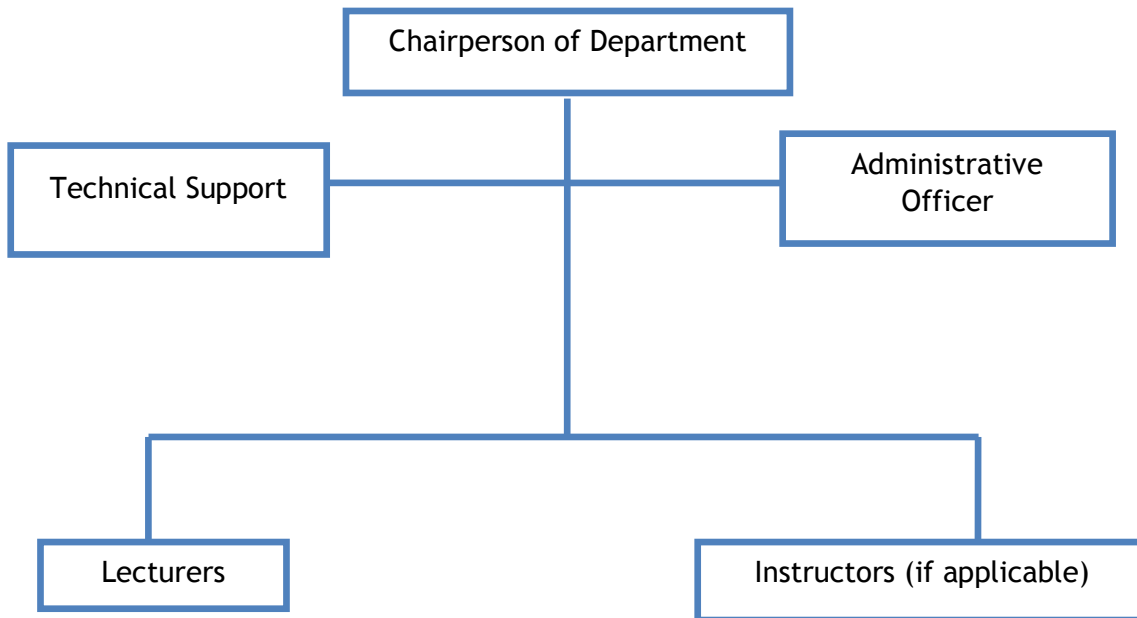
Figure 3.18: Organisation Structure of Schools & Institutes



2. Academic Departments

Figure 3.19 gives the organisational structure of the academic departments which will be the lowest recognized academic unit by the HKMU Charter. The departments will be the places where the actual delivery of degree, non-degree and continuing education programmes will take place. Further, research, knowledge exchange and consultancy services will take place here.

Figure 3.19: Structure of Academic Department



THE STRUCTURE OF HKMU PARTICIPATORY ORGANS

Importance of Participatory Organs in Universities

Participatory organs are the total set of committees that are prescribed within the legal instruments and/or within the accompanying regulations of HKMU. Participatory organs are formed in order to facilitate continuity of the long-cherished tradition of universities using collegial fora to make the most important

decisions about either academic or administrative/operational matters through discussion and effective use of the powers of persuasion and arguments.

Relevant KHEN Participatory Organs

The MEMART of KHEN of 31st May 1994, Clause No. 31 on “Powers and Duties of Directors” gives the Board of Directors of KHEN the powers to take final decisions on any matters related to finance and operations of HKMU save the Academic matters whose final decision lies with the Senate of HKMU (see Articles 17(g), 20(1), 21(1&2)). For this reason, therefore, the KHEN Board of Directors provides a critical operational environment for HKMU at micro level for its operations.

In the MEMART for KHEN, Articles (4), (5), (6) and (7), two types of meetings of the Board of Directors of KHEN are envisaged. These include:

1. The ordinary general meeting and
2. The extraordinary general meeting.

The two types of meetings of the participatory organ (i.e. Board of Directors KHEN) have powers to make decisions on matters related to HKMU.

1. Relevant KH Participatory Organs

The Kairuki Hospital (KH) MEMART of 31st March 1992 and the related articles of Association of even to date provide for the establishment of the hospital and the formation of the KH Board of Directors. The relevant legal instrument explicitly makes provision for the formation and change in composition of the KH Board of Directors vide clauses (1), (2), (4), (15) and (29) on the “Private Company KH” and “The Board Membership”. In view of the reliance of HKMU on KH as the main teaching hospital as also envisaged in the HKMU Charter in Article 26, there is need for close collaboration between the two institutions. In any case, since both entities (i.e.KH and HKMU) belong to the same umbrella organisation the KHEN, it is easy to iron out any substantive issues that arise. The most important matter is to ensure that both the Vice Chancellor HKMU and the Director General KH sit

in the meetings of the Board of Directors of KH and KHEN at least as co-opted members.

2. Proposed HKMU Participatory Organs

Based on the HKMU Charter (2010) the overall structure of participatory organs of the University is as proposed in **Figure 3.20**. **Table 3.1** provides a summary of the participatory organs proposed for the medium-term future of the University. The detailed composition of the organs is to be compiled separately by the University based on the HKMU Charter and other pertinent information on the actual staffing situation on the ground. The main functions of the organs shall be as prescribed in the HKMU Charter of 2010 and its Rules as well as in the various operational policies and procedures of the University as amended from time to time.

Fig. 3.20 The Structure of University Level Participatory Organs

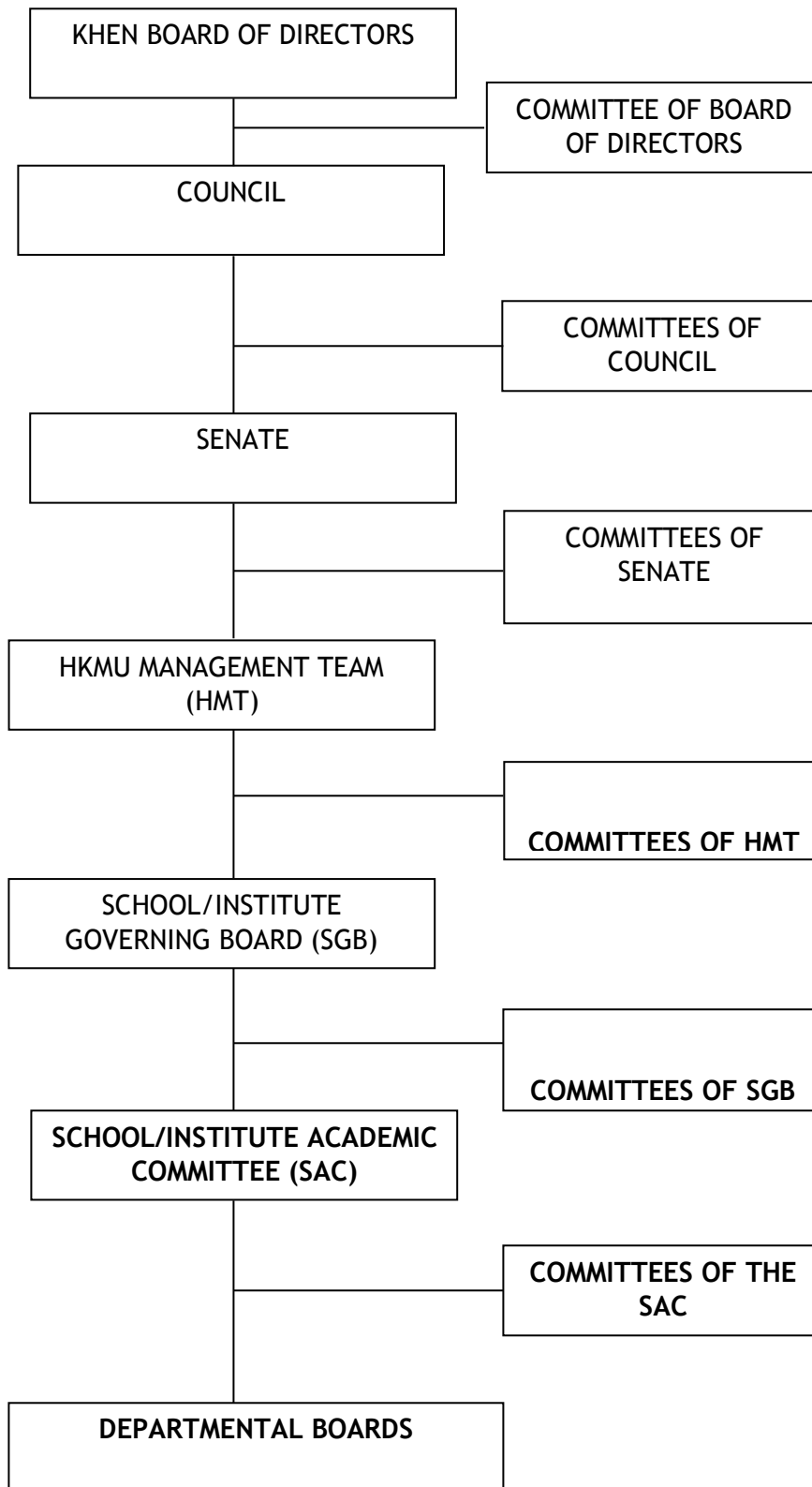


Table 3.1 HKMU Participatory Organs

S/NO.	Name of the Organ	Reports To	Mode of Creation	Composition	Number of Members	Mode of Appointment		Frequency of Meetings
						Chair	Secretary	
1.	KHEN HRM and Disciplinary Committee	KHEN Board of Directors	KHEN Policies and Regulations	KHEN Policies and Regulations	Vice Chancellor to be a member	Chairpersons KHEN Board	Corporate Counsel	KHEN Regulations
2.	KHEN Board of Directors	None	MEMART	KHEN Policies and Regulations	As per KHEN Policies and Regulations	KHEN Board	KHEN Regulations	4 times in an academic year
3.	Council	KHEN Board of Trustees	HKMU Charter (2010) First Schedule Article 14	HKMU Charter (2010) First Schedule Article 14 (2)	11 - 21	KHEN Board of Trustees	HKMU Charter (2010) First Schedule Article 14 (3)	HKMU Charter (2010) Third Schedule
4.	The Executive Committee of Council	Council	HKMU Charter (2010) First Schedule Article 18 (1)	Article 18(2)	7	Council	HKMU Regulations	Not specified
5.	Finance, Planning, Audit and Risk Management Committee	Council	HKMU Charter Article 20 (2)	Article 18(2)	15	Council	Corporate Counsel	HKMU Regulations

S/NO.	Name of the Organ	Reports To	Mode of Creation	Composition	Number of Members	Mode of Appointment		Frequency of Meetings
						Chair	Secretary	
6.	Appointments and Human Resources Management Committee	Council	HKMU Charter (2010) First Schedule Article 19 (1)	Article 19(2)	14	Vice Chancellor	Corporate Counsel	HKMU Regulations
7.	Students Disciplinary Authority	Council	HKMU Charter Article 50	DVC (PFA)	HKMU Regulations (5)	HKMU Regulations	HKMU Regulations	HKMU Regulations
8.	Students Disciplinary Appeals Committee	Council	HKMU Charter– Article 51	HKMU Regulations	HKMU Regulations (5)	HKMU Regulations	HKMU Regulations	HKMU Regulations
9.	Senate	HKMU Council	HKMU Charter (2010) First Schedule Article 21 (1)	Articles 20(2) & (3)	≤ 35	VC	HKMU Regulations	4 – 6 per annum
10.	Executive Committee of Senate	Senate	HKMU Charter (2010) First Schedule Article 23 (1)	HKMU Charter (2010) First Schedule Article 23 (1)	HKMU Charter (2010) First Schedule Article 23 (1)	VC	Corporate Counsel	HKMU Regulations

S/NO.	Name of the Organ	Reports To	Mode of Creation	Composition	Number of Members	Mode of Appointment		Frequency of Meetings
						Chair	Secretary	
11.	The Committee of Deans	Senate	HKMU Charter (2010) First Schedule Article 24 (a)	HKMU Regulations	HKMU Regulations	VC	HKMU Regulations	HKMU Regulations
12.	The Admissions Committee	Senate	HKMU Charter (2010) First Schedule Article 24 (b)	HKMU Regulations	HKMU Regulations	HKMU Regulations	HKMU Regulations	HKMU Regulations
13.	The College Academic Committees	Senate	HKMU Charter (2010) First Schedule Article 24 (c)	HKMU Regulations	HKMU Regulations	Deans	HKMU Regulations	HKMU Regulations
14.	The Senate Examinations Committee	Senate	HKMU Charter (2010) First Schedule Article 24 (d)	HKMU Regulations	HKMU Regulations	HKMU Regulations	HKMU Regulations	HKMU Regulations
15.	The Senate Higher Degrees Committee	Senate	HKMU Charter (2010) First Schedule Article 24 (e)	HKMU Regulations	HKMU Regulations	HKMU Regulations	HKMU Regulations	HKMU Regulations

S/NO.	Name of the Organ	Reports To	Mode of Creation	Composition	Number of Members	Mode of Appointment		Frequency of Meetings
						Chair	Secretary	
16.	The Senate Research and Publications Committee	Senate	HKMU Charter (2010) First Schedule Article 24 (f)	HKMU Regulations	HKMU Regulations	HKMU Regulations	HKMU Regulations	HKMU Regulations
17.	The Senate Library Committee;	Senate	HKMU Charter (2010) First Schedule Article 24 (g)	HKMU Regulations	HKMU Regulations	HKMU Regulations	HKMU Regulations	HKMU Regulations
18.	The Senate Graduation Committee	Senate	HKMU Charter (2010) First Schedule Article 24 (h)	HKMU Regulations	HKMU Regulations	HKMU Regulations	HKMU Regulations	HKMU Regulations
19.	The Senate Sports and Cultural Committee	Senate	HKMU Charter (2010) First Schedule Article 24 (h)	HKMU Regulations	HKMU Regulations	HKMU Regulations	HKMU Regulations	HKMU Regulations
20.	Senate Exams Appeals Committee	Senate	HKMU Charter (2010) First	HKMU Regulations	HKMU Regulations	HKMU Regulations	HKMU Regulations	HKMU Regulations

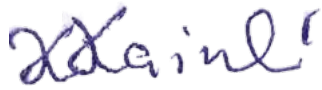
S/NO.	Name of the Organ	Reports To	Mode of Creation	Composition	Number of Members	Mode of Appointment		Frequency of Meetings
						Chair	Secretary	
			Schedule Article 24 (j)					
21.	Boards of Constituent and Connected Colleges, Campus Colleges, Schools, Faculties, Institutes, etc.	Senate	HKMU Charter (2010) First Schedule Article 25 (1)	HKMU Regulations	HKMU Regulations	HKMU Regulations	HKMU Regulations	HKMU Regulations
22.	The College Academic Committee	Senate	HKMU Charter (2010)	HKMU Regulations	HKMU Regulations	HKMU Regulations	HKMU Regulations	HKMU Regulations
23.	University Fundraising Promotion Advisory Committee	Council	HKMU Charter Article 63	Board of Directors upon advice of HKMU Council 63(3)	4-10	HKMU Regulations	HKMU Regulations	HKMU Regulations
24.	HKMU Gender Committee	Council	HKMU Regulations	HKMU Regulations	20	VC	HKMU Regulations	Monthly
25.	Quality Control and Assurance Committee	Senate	HKMU Regulations	HKMU Regulations	≤ 15	Appointed by Senate	HKMU Regulations	HKMU Regulations

S/NO.	Name of the Organ	Reports To	Mode of Creation	Composition	Number of Members	Mode of Appointment		Frequency of Meetings
						Chair	Secretary	
26.	HKMU Convocation	Senate	HKMU Charter Article 52	Graduates, Holders of Diplomas and other university members excluding undergraduates	-	Convocation	HKMU Regulations	Once per annum prior the to graduation ceremony
27.	University Consultancy Services and Continuing Education Committee	Senate		Board of Centre or Directorate	10	VC	Coordinator Consultancy Services and Continuing Education	6

REFERENCE DOCUMENTS

1. The Memorandum and Articles of Association (MEMART) of KHEN of 1994
2. The Memorandum and Articles of Association (MEMART) of KH of 1992
3. The HKMU Charter of 2010
4. HKMU Five Year Rolling Strategic Plan: 2018 – 2023.

This Organizational Structure was approved by the Board of Kairuki Health and Education Network at its meeting held on 23rd June 2021. The Organizational Structure shall come into effect on 24th June 2021 and Management is responsible for its implementation and periodic review in accordance with University governance requirements.



*Kokushubila Kairuki
KHEN Chairperson*