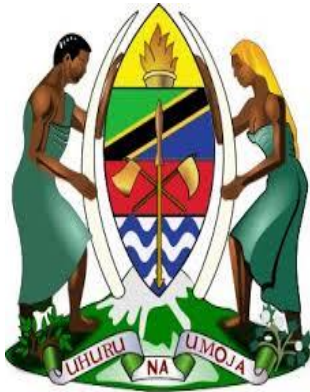


**THE UNITED REPUBLIC OF TANZANIA  
MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY**



**THE PROPOSED FUNCTIONS AND ORGANISATIONAL STRUCTURE OF  
THE DAR ES SALAAM UNIVERSITY COLLEGE OF EDUCATION (DUCE)**

*(Approved by the President on 15<sup>th</sup> January, 2022)*

**PRESIDENT'S OFFICE,  
PUBLIC SERVICE MANAGEMENT AND GOOD GOVERNANCE**

**JANUARY, 2022**

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## 1.0 INTRODUCTION

Dar es Salaam University College of Education (DUCE) was declared a Constituent College of the University of Dar es Salaam through Government Notice No. 202 published on 22<sup>nd</sup> July 2005, under Section 55(1) of the University of Dar es Salaam Act No. 12 of 1970. Following the enactment of Universities Act No.7 of 2005 the College was granted a Charter in 2010, which was deemed to have come to operation since 31<sup>st</sup> December, 2006. The College obtained a full registration certificate by TCU on the 27<sup>th</sup> September, 2012. The core functions being to provide higher education, research and public service.

## 1.1 VISION, MISSION AND CORE VALUES

### 1.1.1 Vision

To become a prominent hub for technology driven transformative education, research, innovation, and public service for sustainable and inclusive development.

### 1.1.2 Mission

To advance economic and social development through innovative teaching and learning, research and knowledge exchange.

### 1.1.3 Core Values

In achieving its vision and fulfilling its mission, DUCE will constantly subscribe to the following values: -

- a) **Academic excellence:** By ensuring that the pursuit of academic excellence in teaching, research and service to the public is well recognized and forms an important part of the academic and organizational life of the institution;
- b) **Academic freedom:** By upholding the spirit of free and critical thought and enquiry, through the tolerance of diversity of beliefs and understanding as well as fostering open exchange of ideas and knowledge amongst the staff and/or students;
- c) **Internationalization:** Through participation in the regional and global world of scholarship, by being receptive and responsive to issues within

the international environment as well as the enrolment of an increasing size of the international student body;

- d) ***Social responsibility***: By promoting an awareness of, and providing leadership in responding to the issues of priority and problems facing society with a view to ultimately solving and alleviating them;
- e) ***Developmental responsibility***: By ensuring that most of the research conducted has an immediate or long-term impact;
- f) ***Fostering student prowess***: By creating a holistic teaching and learning environment which is student centred and providing the students with social, cultural and recreational opportunities that will facilitate the full realization of their potential for academic and personal growth; and
- g) ***Equity and social justice***: By ensuring equal opportunity and non-discrimination on the basis of personal, ethnic, religious, gender or other social characteristics

## **1.2 MANDATE AND FUNCTIONS OF DUCE**

As mandated in DUCE charter, the core functions include:-

- a) To provide integrated teaching, research and public service;
- b) To hold examination in the name of University of Dar es Salaam, to confer degrees, diplomas, certificates or other awards upon persons who have followed courses of study and have satisfied the requirement for the award;
- c) To serve as an academic centre of excellence for advancement of knowledge, innovation and creativity in fields of education management, leadership, scientific research and public service;
- d) To provide facilities for study and training in theory, principles, procedures, practices and techniques in education and such other related disciplines as the College may from time to time decide;
- e) To conduct programmes at undergraduate and postgraduate degree levels, and certificate and diploma levels;
- f) To engage in basic and applied research and use the results to improve teaching, learning and the provision of public service;
- g) To ensure an effective and efficient legal and institutional framework and develop and maintain a supportive organizational culture;

- h) To engage in resource mobilization activities that are within the Mission of the College;
- i) To employ modern library, technology and management techniques in the provision of training, research, consultancy and advisory services; and
- j) To promote gender balance and mainstreaming at the College and in the society.

## **2.0 THE CURRENT ORGANIZATIONAL STRUCTURE OF DUCE**

The current organisational structure of the College was approved in 2012 by the College Governing Board. The Structure comprises of three (3) Offices, Three (3) Faculties, One (1) Directorate, Eleven (11) Units, Six (6) Departments, One (1) Institute, One (1) Bureau and One (1) Centre. **(see chart I)** as follows:-

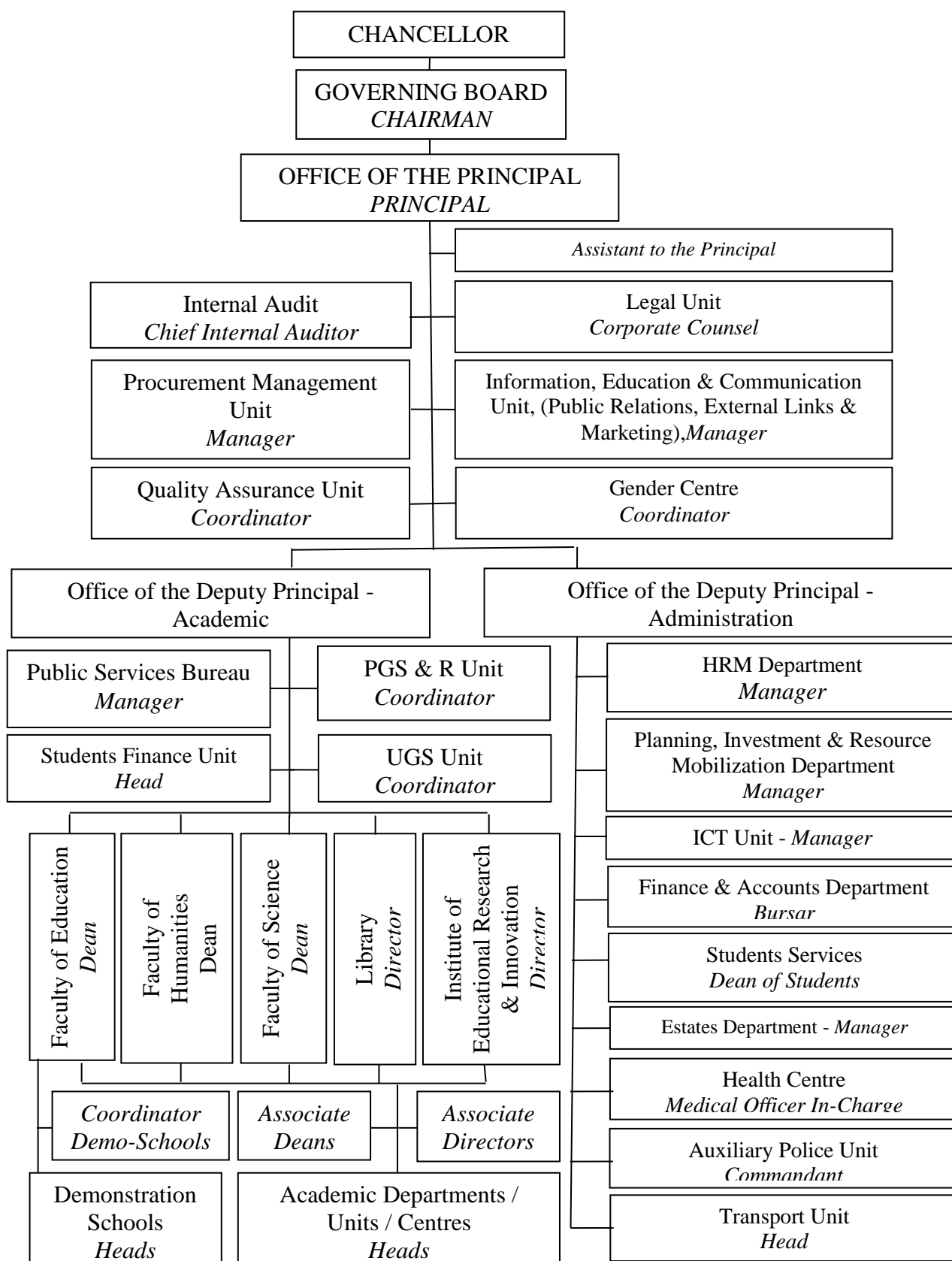
- a) Office of the Principal:
  - (i) Legal Unit;
  - (ii) Internal Audit Unit;
  - (iii) Quality Assurance Unit;
  - (iv) Procurement Management Unit;
  - (v) Assistant to the Principal;
  - (vi) Gender Centre; and
  - (vii) Information, Education and Communication (IEC) Unit.
- b) Office of the Deputy Principal (Academic)
  - (i) Postgraduate Studies and Research Coordination Unit;
  - (ii) Undergraduate Studies Coordination Unit;
  - (iii) Students Finance Unit;
  - (iv) Faculty of Education;
    - a. Department of Educational Psychology and Curriculum Studies
    - b. Department of Education Foundations Management and Lifelong Learning
    - c. Demonstration Secondary School
    - d. Demonstration Primary School
    - e. Demonstration Pre-School

- (v) Faculty of Humanities and Social Sciences;
  - a. Department of History, Political Science and Development Studies
  - b. Department of Language and Literature
  - c. Department of Geography and Economics Department
- (vi) Faculty of Science;
  - a. Department of Chemistry
  - b. Department of Biological Sciences
  - c. Department of Physics, Mathematics and Informatics
- (vii) Institute Educational Research and Innovation; and
- (viii) Public Service Bureau.
- c) Office of the Deputy Principal (Administration)
  - (i) Human Resource Management Department;
  - (ii) Planning, Investment and Resource Mobilization Department;
  - (iii) Finance and Accounts Department;
  - (iv) Information and Communication Technology (ICT) Unit;
  - (v) Estates Department;
  - (vi) Health Centre;
  - (vii) Students Services;
  - (viii) Auxiliary Police Unit; and
  - (ix) Transport Unit.



**Chart I**

**THE CURRENT ORGANIZATION STRUCTURE OF THE DAR ES SALAAM  
UNIVERSITY COLLEGE OF EDUCATION**  
(Approved by Governing Board in 2012)



## **2.1 RATIONALE FOR THE REVIEW OF THE FUNCTIONS AND ORGANIZATIONAL STRUCTURE**

The College has been operating under the organizational structure which was approved by the Governing Board in 2012 to pursue its mandate. The Government directed the review of the organizational structures through Ministry of Education, Science and Technology letter dated 7<sup>th</sup> February, 2017 to identify unrequired functions, and merge similar functions with a purpose of cost containment (**See Appendix II**). Furthermore, the review is necessitated by the following reasons: -

- a) The need to maximize efforts on matters that add value to the teaching and learning, research, public service and creative activities of the College as stipulated in the College's Rolling Strategic Plan;
- b) Effective and efficient devolution/delegation of decision-making powers to appropriate lower levels of the College structure in the spirit of coordinated decentralization;
- c) The need to accelerate flow and dissemination of information across the College to facilitate optimal use of resources;
- d) The growth of the College in terms of its staffing and students which require the College Management structure to reimage itself;
- e) Bringing the possibility for a wide range of disciplines and interdisciplinary areas offered at the College; and
- f) Increasing the opportunity to attend students' matters effectively by bringing the services closer to students through accelerating flow and dissemination of information across the College and facilitation of optimal use of resources.

The following are the specific changes:-

### **2.1.1 To reduce levels in the Organisation Structure**

It is proposed to reduce levels depicted in the organisation structure from four levels to three levels namely, Principal, Deputy Principals and Faculty/Directorates /Units in order to reduce administrative costs and increase operational efficiency.

### **2.1.2 To rename the Office of the Principal to Principal**

It is proposed to rename the Office of the Principal to Principal in order to comply with the guidelines for the preparation of organisational structure in the public service which requires the accounting officer/CEO not to be named as an Office because he/she assumes the functions of the College as provided by the Charter.

### **2.1.3 To rename the Office of Deputy Principal – Academic to Office of the Deputy Principal - Academic, Research and Consultancy**

It is proposed to rename the Office of Deputy Principal – Academic to Office of the Deputy Principal - Academic, Research and Consultancy to reflect the functions performed by the Office.

### **2.1.4 To rename the Office of Deputy Principal – Administration to Office of the Deputy Principal – Planning, Finance and Administration**

It is proposed to rename the Office of Deputy Principal – Administration to Office of the Deputy Principal – Planning, Finance and Administration to reflect the functions performed by the Office.

### **2.1.5 To abolish Associate Directors/Associate Deans positions**

The positions of the Associate Directors in the College Library and Institute of Educational Research and Innovation and Associate Deans of Faculties are proposed to be removed as their functions can be performed by Directors/Deans.

### **2.1.6 To establish Internationalisation and Convocation Unit**

It is proposed to establish Internationalization and Convocation Unit which will accommodate Internationalization and Advancement activities from the Public Services and Outreach Programmes Directorate to improve efficiency.

### **2.1.7 To add risk management activities to Planning and Development Unit**

It is proposed to add Risk Management activities to Planning and Development Unit because the Risk Management activities are part of results of monitoring and evaluation performed under the Unit.

### **2.1.8 To abolish Students Finance Unit**

It is proposed to abolish Students Finance Unit and its functions to be performed under the Undergraduate Studies Directorate.

### **2.1.9 To remove Assistant to Principal position in the Organisation Structure**

It is proposed to remove Assistant to the Principal position in the Organisation Structure to comply with the Government's guideline of preparation of organisation structure.

### **2.1.10 To rename Legal Unit to Legal Service Unit**

It is proposed to rename Legal Unit to Legal Service Unit to reflect activities performed under this Unit.

### **2.1.11 To rename Information, Education and Communication Unit to Communication and Marketing Unit**

It is proposed to rename Information, Education and Communication Unit to Communication and Marketing Unit to reflect the activities performed under this Unit.

### **2.1.12 To rename Human Resource Management Department to Human Resource and Administration Directorate**

It is proposed to rename Human Resource Management Department to Human Resource and Administration Directorate to accommodate administrative activities.

### **2.1.13 To abolish Transport Unit**

It is proposed to abolish Transport Unit and transfer its activities to the proposed Human Resource Management and Administration Directorate. The transport activities are normally performed under Administration.

### **2.1.14 To rename Planning, Investment and Resource Mobilization Department to Planning and Development Unit**

It is proposed to rename Planning, Investment and Resource Mobilization Department to Unit of Planning and Development. Resource Mobilization activities are practically performed under this Unit. The proposed Directorate will deal with Investment and Resource Mobilization, Risk Management, Planning and Development and Budgeting.

#### **2.1.15 To rename Postgraduate Studies and Research Coordination Unit to Postgraduate Studies Directorate**

It is proposed that research activities to be transferred to the Directorate of Research and Innovation to increase efficiency given that research activities are the one of core functions of the College.

#### **2.1.16 To rename Undergraduate Studies Coordination Unit to of Undergraduate Studies Directorate**

It is proposed to rename and elevate the Unit due to the increase of activities arising from the established new programmes, increase of number of students registered and staff.

#### **2.1.17 To rename Institute of Educational Research and Innovation to Research an Innovation Directorate**

It is recommended to shift activities of research that were performed by the Postgraduate and Research Coordination Unit to the proposed Directorate of Postgraduate and Research Coordination Unit.

#### **2.1.18 To rename Public Service Bureau to Public Service and Outreach Programmes Directorate**

It is proposed to elevate the Public Service Bureau into a Directorate of Public Service and Outreach Programmes because the activities of links and internationalisation have been shifted to this Directorate. These activities are crucial to the higher learning institutions for its visibility.

#### **2.1.19 To rename Estates Department to Estates and Works Management Unit**

It is proposed to rename Estates Department to Estates and Works Management Unit to reflect the activities performed under this Unit.

#### **2.1.20 To abolish Auxiliary Police Unit**

It is proposed to transfer the activities under the Auxiliary Police Unit to the proposed Directorate of Human Resource and Administration. The security activities are normally performed under Administration also abolishing the Unit will save running costs of the College.

#### **2.1.21 To abolish position of Coordinator Demonstration Schools**

It is proposed to abolish the positions of Coordinator of Demonstration Schools as the functions can be performed by a Dean of Faculty of Education.

#### **2.1.22 To rename Gender Centre to Diversity Unit**

It is proposed to rename Gender Centre to Diversity Unit in order to incorporate not only gender issues but to broaden the scope to include other diversity issues.

#### **2.1.23 To upgrade Students Services Department to Students Services Directorate**

It is proposed to upgrade the department of Students Services to Student' Services Directorate to reflect the magnitude and complexity of its functions.

#### **2.1.24 To remove Academic departments and demonstration schools in the organisation structure**

It is proposed to remove Academic departments and demonstration schools from the organisation structure and vest the establishment powers to the College internal organs.

### **3.0 THE PROPOSED FUNCTIONS AND ORGANISATIONAL STRUCTURE OF DUCE**

The proposed functions and organisational structure of the College will comprise of two (2) Offices and six (6) Units (**see chart II**) as follows:-

#### **A. Office of the Deputy Principal - Academic, Research and Consultancy**

- (i) Faculty of Education;
- (ii) Faculty of Science;
- (iii) Faculty of Humanities and Social Sciences;
- (iv) Postgraduate Studies Directorate;
- (v) Undergraduate Studies Directorate;
- (vi) Public Service and Outreach Programmes Directorate;
- (vii) Research and Innovation Directorate; and
- (viii) Library Services Directorate.

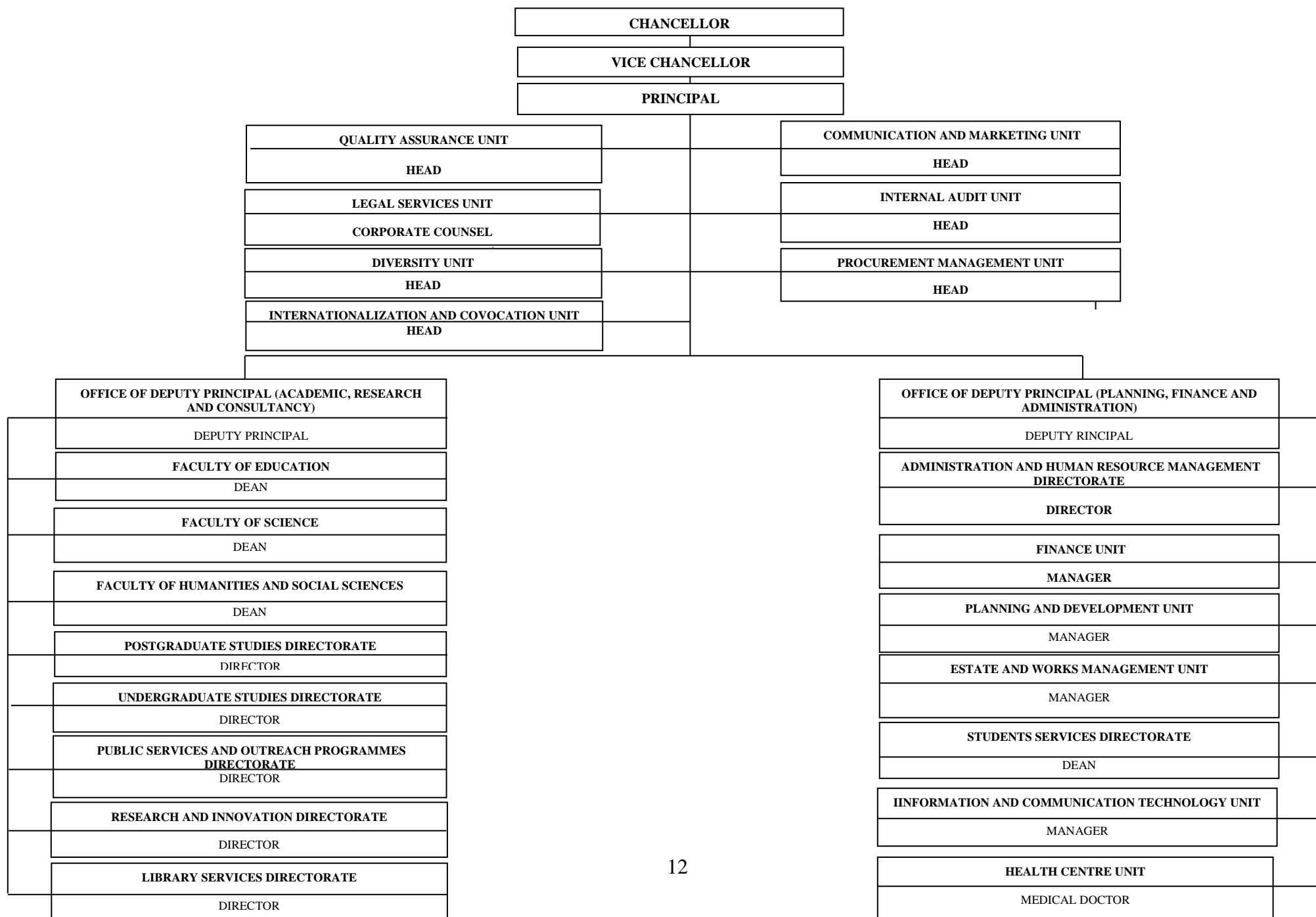
#### **B. Office of the Deputy Principal - Planning, Finance and Administration;**

- (i) Administration and Human Resource Management Directorate;
- (ii) Finance Unit

- (iii) Planning and Development Unit
- (iv) Students' Services Directorate;
- (v) Estate and Works Management Unit;
- (vi) Information and Communication Technology Unit; and
- (vii) Health Centre Unit.

- C. Quality Assurance Unit;
- D. Internationalization and Convocation Unit;
- E. Legal Services Unit;
- F. Diversity Unit;
- G. Communication and Marketing Unit;
- H. Internal Audit Unit; and
- I. Procurement Management Unit.

# THE PROPOSED ORGANISATION STRUCTURE OF DAR ES SALAAM UNIVERSITY COLLEGE OF EDUCATION (DUCE)





### **3.1 OFFICE OF THE DEPUTY PRINCIPAL – ACADEMIC, RESEARCH AND CONSULTANCY**

#### **Objective**

To advise and assist the Principal in all matters pertaining to Academics, Research and Public Service.

#### **Functions**

This Office will perform the following functions:-

- (i) To supervise training of academic programmes, research and consultancy services;
- (ii) To coordinate students' admissions, examinations and awards standards;
- (iii) To manage academic alliances and partnerships;
- (iv) To develop, review and implement academics policies, guidelines and programmes;
- (v) To coordinate monitoring and evaluation of academics programs; and
- (vi) To coordinate Consultancy, Research and Publications.

This Office will be led by a Deputy Principal and will comprise of three (3) Faculties and five (5) Directorates as follows:-

- (i) Faculty of Education;
- (ii) Faculty of Science;
- (iii) Faculty of Humanities and Social Sciences;
- (iv) Postgraduate Studies Directorate;
- (v) Undergraduate Studies Directorate;
- (vi) Public Service and Outreach Programmes Directorate;
- (vii) Research and Innovation Directorate; and
- (viii) Library Services Directorate.

#### **3.1.1 FACULTY OF EDUCATION**

##### **Objective**

To provide training, conduct research and offer expert professional services in the field of Education.

##### **Functions**

This Faculty will perform the following functions:-

- (i) To develop, review and implement programmes, policies and guidelines in the field of Education;
- (ii) To monitor and evaluate performance of Education programmes;
- (iii) To facilitates learning (by teaching) of academic programmes; and
- (iv) To supervise research and consultancy services in the Faculty.

This Faculty will be led by a Dean.

### **3.1.2 FACULTY OF HUMANITIES AND SOCIAL SCIENCES**

#### **Objective**

To provide training, conduct research and offer expert professional services in the field of Humanities and Social Sciences.

#### **Functions**

This Faculty will perform the following functions:-

- (i) To develop, review and implement programmes, policies and guidelines in the field of Humanities and Social Sciences;
- (ii) To monitor and evaluate performance of Humanities and Social Sciences programmes;
- (iii) To facilitate learning (by teaching) of academic programmes; and
- (iv) To supervise research and consultancy services in the Faculty.

This Faculty will be led by a Dean

### **3.1.3 FACULTY OF SCIENCE**

#### **Objective**

To provide training, conduct research and offer expert professional services in the field of Science.

#### **Functions**

This Faculty will perform the following functions:-

- (i) To develop, review and implement programmes, policies and guidelines in the field of Science;
- (ii) To monitor and evaluate performance of Science programmes;
- (iii) To facilitates learning (by teaching) of academic programmes; and
- (iv) To supervise research and consultancy services in the Faculty.

This Faculty will be led by a Dean.

### **3.1.4 LIBRARY SERVICES DIRECTORATE**

#### **Objective**

To provide library services to support teaching, learning, research and community engagement.

#### **Functions**

This Directorate will perform the following functions: -

- (i) To establish and maintain a range and quality of services and resources that will complement and strengthen the academic programs;
- (ii) To provide resources in a variety of formats to meet needs of all users;
- (iii) To provide a comfortable and quiet study space for users;
- (iv) To plan, develop, deliver and evaluate information literacy interventions and programmes for students and staff;
- (v) To develop, review and implement programmes, policies and guidelines in the field of information studies;
- (vi) To monitor and evaluate performance of library and information studies programmes;
- (vii) To facilitate learning (by teaching) of academic programmes;
- (viii) To supervise research and consultancy services in library;
- (ix) To build partnerships and linkages with different institutions, libraries, and development agencies;
- (x) To promote the library services through print and electronic media, selective dissemination of information and current awareness services;
- (xi) To manage library ICT related activities including Library databases, Website, and Online Public Access Catalogue;
- (xii) To manage institutional repositories including collection of all publications, digitizing and depositing them into the repositories; and
- (xiii) To conduct short courses in the areas of information literacy and user education, library management, information systems, archives and records management, reference management.

This Directorate will be led by a Director.

### **3.1.5 PUBLIC SERVICES AND OUTREACH PROGRAMMES DIRECTORATE**

#### **Objective**

To coordinate and administer consultancy services contracted research and continuing education and outreach programmes.

## **Functions**

This Directorate will perform the following Functions:-

- (i) To coordinate and administer consultancy, entrepreneurship, and contracted research services;
- (ii) To coordinate the continuing education training;
- (iii) To offer the provision of non-degree programmes such as certificate, Diplomas, and foundation courses;
- (iv) To prepare and manage academic records of non-degree students;
- (v) To organise and administer orientation and face to face sessions for non-degree students;
- (vi) To coordinate internal and international linkages on all matters related to outreach programmes and setting up of international administrative links;
- (vii) To spearhead the increase of foreign students' enrolment in both undergraduate and postgraduate programmes;
- (viii) To oversee the participation and compliance of college in national, regional and global initiatives such as EAC Protocols;
- (ix) To link College activities and stakeholders i.e. industries, schools;
- (x) To develop and maintain a database of capacities of College consultants;
- (xi) To develop and review College consultancy profile;
- (xii) To promote and market consultancy services; and
- (xiii) To be custodian of research output, policies, procedures, Link Agreements and Memorandum of Understanding (MoU).

This Directorate will be led by a Director.

### **3.1.6 POSTGRADUATE STUDIES DIRECTORATE**

#### **Objective**

To coordinate and supervise all matters related to postgraduate studies.

#### **Functions**

This Directorate will perform the following functions: -

- (i) To coordinate postgraduate admission processes, training and examinations;
- (ii) To formulate, review and implement postgraduate operational policies and procedures;
- (iii) To coordinate development and approval of new postgraduate programmes and courses;

- (iv) To coordinate internal and external linkages on setting up of internal administrative links; and
- (v) To prepare periodic reports as may be required.

This Directorate will be led by a Director.

### **3.1.7 UNDERGRADUATE STUDIES DIRECTORATE**

#### **Objective**

To coordinate and supervise all matters related to undergraduate studies.

#### **Functions**

This Directorate will perform the following functions: -

- (i) To coordinate undergraduate admission processes, training and examinations;
- (ii) To formulate, review and implement undergraduate operational policies and procedures;
- (iii) To coordinate the development and approval of new undergraduate programmes and courses;
- (iv) To coordinate the review of existing undergraduate programmes and courses;
- (v) To coordinate inter-faculty teaching, rationalization of courses across faculties and central timetabling;
- (vi) To coordinate graduation ceremony;
- (vii) To supervise preparation of list of registered students for fee payments;
- (viii) To supervise and administer process of disbursement of students loans received from sponsoring agencies;
- (ix) To keep records of loan beneficiaries; and
- (x) To prepare periodic reports.

This Directorate will be led by a Director.

### **3.1.8 RESEARCH AND INNOVATION DIRECTORATE**

#### **Objective**

To coordinate and supervise all matters related to educational research, innovation and intellectual property rights.

#### **Functions**

This Directorate will perform the following functions:-

- (i) To coordinate the implementation of the College Research Policy;

- (ii) To coordinate internal and external linkages on all matters related to research and setting up of internal administrative links;
- (iii) To facilitate securing research funds from public, private and external sources;
- (iv) To facilitate and support marketing & utilisation of research results where appropriate;
- (v) To coordinate research activities related to improvement of teaching and learning in schools, colleges and other education institutions;
- (vi) To formulate, review and implement operational policies and procedures for educational research and innovation;
- (vii) To manage publication of College Journals;
- (viii) To communicate to staff all research funding opportunities available internally and externally;
- (ix) To prepare publication of annual research bulletin of the College consisting of abstracts of all of all publication by College staff;
- (x) To coordinate development of new teaching and learning approaches and best practises in education sector;
- (xi) To register Research and Development (R&D) works and acquire patents; and
- (xii) To link College activities and the stakeholders i.e. industries, schools etc.

This Directorate will be led by a Director.

### **3.2 OFFICE OF DEPUTY PRINCIPAL – PLANNING, FINANCE AND ADMINISTRATION**

#### **Objective**

To advise and assist the Principal in all matters related to planning, finance and administration.

#### **Functions**

This Office will perform the following functions:-

- (i) To handle policy and planning issues on human resources and administrative matters;
- (ii) To manage financial, physical and human resources;
- (iii) To develop and review strategic plan;

- (iv) To monitor and evaluate strategic plan;
- (v) To manage students and staff welfare; and
- (vi) To monitor security and safety of the College.

This Office will be led by a Deputy Principal and will have Directorates and Units as follows:-

- (i) Students Services Directorate;
- (ii) Human Resource Management and Administration Directorate;
- (iii) Planning and Development Unit;
- (iv) Finance Unit;
- (v) Estate and Works Management Unit;
- (vi) Health Centre Unit; and
- (vii) Information and Communication Technology Unit.

### **3.2.1 Students Services Directorate**

#### **Objective**

To coordinate all student affairs at the College

#### **Functions**

This Directorate will perform the following functions: -

- (i) To manage and administer students' welfare services in the areas of accommodation, catering, games and sports;
- (ii) To supervise the general elections of the student's government;
- (iii) To coordinate counselling services to students on academic and social matters;
- (iv) To review and interpret students' bylaws;
- (v) To develop and implement strategies for discerning, controlling and managing conflicts;
- (vi) To coordinate the management of students' assembly; and
- (vii) To monitor the coordination of students' cultural, recreational and sports activities.

This Directorate will be led by a Dean.

### **3.2.2 Human Resource Management and Administration Directorate**

#### **Objective**

To provide expertise on human resource management and administration.

## Functions

This Directorate will perform the following functions: -

- (i) To interpret Public Service Regulations; Standing Orders and other Labour laws;
- (ii) To oversee the implementation of ethics and value promotion activities including corruption prevention education;
- (iii) To administer and oversee implementation of activities such as recruitment, selection, orientation, training and employee development, promotion, discipline, retention, motivation, performance management and general staff welfare;
- (iv) To ensure optimal, efficient and effective management and utilization of human resource;
- (v) To coordinate Workers Council and Trade Union affairs;
- (vi) To oversee the development and implementation of effective policies, procedures and guidelines for recruitment, training and development, deployment, retention of staff, promotions, performance management;
- (vii) To conduct human resource audit and inventory of current and needed skills;
- (viii) To provide registry, messengerial and courier services; and manage Office records;
- (ix) To handle protocol and customer complaints matters;
- (x) To facilitate provision of security services, transport and general utilities;
- (xi) To coordinate implementation of ethics and value promotion activities;
- (xii) To create an environment and working conditions conducive for high staff morale and productivity by initiating suitable safety, motivation, health, and welfare programmes;
- (xiii) To develop a comprehensive human resources management manual;
- (xiv) To ensure that the College has a conducive working environment free from fears for health and safety risks and sexual harassment and that the interests of the College and those of employees are integrated;
- (xv) To carry out human resources planning and development;
- (xvi) To prepare Annual Personnel Emolument Estimates and administer salaries and payroll; and
- (xvii) To coordinate the implementation of Open Performance Review and Appraisal System (OPRAS).



This Directorate will be led by a Director.

### **3.2.3 Planning and Development Unit**

#### **Objective**

To provide leadership in planning, organising, coordinating and control of the College resources.

This Unit will perform the following activities:-

- (i) Coordinate preparation of strategic plans and monitor its implementation and impact and advise accordingly;
- (ii) Coordinate preparations of budget and monitor its implementations;
- (iii) Coordinate preparations of College contributions to the Budget Speech and Annual facts and figures Report;
- (iv) Undertake assessment and impact studies of plans and projects;
- (v) Coordinate performance contract implementation;
- (vi) Provide advice on different aspects of the Investments and Resources Mobilisation;
- (vii) Coordinate the preparation and maintain risk register;
- (viii) Establish and implement risk management charter.
- (ix) Collect, analyse and interpret College statistics; and
- (x) Custodian of College statistics.

This Unit will be led by a Manager.

### **3.2.4 Finance Unit**

#### **Objective**

To take overall responsibility for the management of all financial resources

This Unit will perform the following activities: -

- (i) Collect and manage revenues according to regulations and guidelines;
- (ii) Keep proper accounts;
- (iii) Manage the revenue according to regulations and guidelines;
- (iv) Prepare final Accounts and other Financial Statements;
- (v) Administer proper documentation to support vouchers, including authorization according to the prevailing regulations;
- (vi) Control capital and recurrent expenditure;
- (vii) Maintain up to date financial information on revenue and expenditure;

- (viii) Prepare financial statements of income and expenditure;
- (ix) Prepare periodical reports;
- (x) Prepare statutory deductions;
- (xi) Bank cash and cheques;
- (xii) Keep and control petty cash;
- (xiii) Maintain accounting documents, vouchers and complete register for batches;
- (xiv) Manage College bank accounts;
- (xv) Prepare monthly debtors and creditors schedules;
- (xvi) Verify and check authenticity of invoices and bills.
- (xvii) Prepare payments of salaries;
- (xviii) Prepare and effect all authorized payments; and
- (xix) Review and responds to management letters audit queries raised.

This Unit will be led by a Manager who will also be a Bursar.

### **3.2.5 Information and Communication Technology Unit**

#### **Objective**

To provide expertise and services on application of Information and Communication Technology.

This Unit will perform the following activities:-

- (i) Advise on proper security of equipment and data;
- (ii) Implement ICT and e- government policy;
- (iii) Coordinate and provide support on procurement of software and hardware in the College;
- (iv) Establish and maintain use of Website and Electronic mail communication on LAN and WAN;
- (v) Develop and implement College's ICT policy;
- (vi) Oversee the College Software Systems Developments, Network Administration, Multimedia, Web Applications and Developments, Database Administration and IT Systems Security;
- (vii) Undertake maintenance and repair of ICT equipment;
- (viii) Recommend to the Management the type of equipment hardware and software that is appropriate to achieve an efficient, up to date and best effective information system for the College;

- (ix) Consult e-Government Authority on key ICT initiatives as per the e-Government Act, Regulations and guidelines;
- (x) Develop and maintain hardware, software and the network solutions throughout the College and support users to meet curriculum, examinations, and administrative needs as well as Time Tabling System, e – Learning and ARIS;
- (xi) Regularly back up all computers held data with regard to academic and administration issues;
- (xii) Prepare and maintain documents, manuals, training materials and user notes;
- (xiii) Establish and maintain links with video conferencing systems and other systems of distance learning; and
- (xiv) Monitor the use of hardware and software and ensure all software is licensed.

This Unit will be led by a Manager.

### **3.2.6 Estate and Works Management Unit**

#### **Objective**

To maintenance all College Infrastructure including building, roads, plumbing and sewerage systems, landscaping and other related functions.

This Unit will perform the following activities: -

- (i) Manage land, maintain and rehabilitate buildings infrastructure and space utilization;
- (ii) Prepare/ Formulate recurrent maintenance and capital development projects and their budgets;
- (iii) Prepare specifications of furniture and equipment;
- (iv) Prepare progress reports for Capital Development Projects and maintenance works;
- (v) Maintain fixed assets register; and
- (vi) Manage essential services such as water, telephones, electricity, sewage, drainage, environmental cleanness.

This Unit will be led by a Manager.

### **3.2.7 Health Centre**

#### **Objective**

To oversee the provision of medical and health services at the College

This Centre will perform the following activities: -

- (i) Undertake medical treatment pertaining to internal, follow up and prevents disease epidemics;
- (ii) Attend and monitor general health care services;
- (iii) Develop, review and implement health care programs in liaison with partners;
- (iv) Develop and maintain proper records on students and staff health issues;
- (v) Develop, review and implement College Health Policy; and
- (vi) Monitor implementation of health services.

This Centre will be led by a Manager who will also be a Medical Officer in Charge.

### **3.3 DIVERSITY UNIT**

#### **Objective**

To provide advisory services on all matters with regard to gender mainstreaming in the College.

This Unit will perform the following activities:-

- (i) Sensitise and mainstream gender issues among students and staff;
- (ii) Prepare and implement College diversity related policies;
- (iii) Oversee formulation of sexual harassment policy;
- (iv) Enhance communication and advocacy on gender issues;
- (v) Work towards achieving gender equality and equity in the College and beyond;
- (vi) Promote academic excellence in Gender Studies Programmes;
- (vii) Undertake teaching, research and services (Consultancy) by setting goals and standards and by supporting initiatives and new directions in these areas;
- (viii) Establish mechanism and procedures for monitoring teaching and examination standards and ensure that academic objectives and commitments are fulfilled;
- (ix) Promote inclusive environment to all staff and students regardless of ethnicity, gender, age and physical ability;

- (x) Mobilise funds for teaching, research and consultancy services on issues regarding gender and other diversity issues;
- (xi) Establish networks and links with stakeholders at national and international levels on gender issues; and
- (xii) Oversee establishment and management of gender clubs.

This Unit will be led by a Head.

### **3.4 INTERNATIONALISATION AND CONVOCATION UNIT**

#### **Objective**

To oversee all issues related to Internationalisation and Convocation of the University.

This Unit will perform the following activities:-

- (i) Act as a central administrative support and front office for DUCE International collaborations;
- (ii) Develop relevant internal policies and strategies for international collaborations and oversee their implementations;
- (iii) Develop and review guidelines in respect of all links and partnerships with foreign institutions, in consultation with Legal Unit;
- (iv) Provide strategic advice to DUCE on international collaborations and partnerships;
- (v) Promote dialogue, communication and synergy among international collaborative activities undertaken by colleges/Institutes/schools/departments;
- (vi) Coordinate communication for updating databank of DUCE international students, alumni and staff;
- (vii) Handle all matters with regard to alumni relations to include alumni benefits and services, alumni-focused website and information, alumni database, alumni programmes, and alumni associations and chapters.
- (viii) Serve as secretariat to Convocation.

This Unit will be led by a Head.

### **3.5 LEGAL SERVICES UNIT**

#### **Objective**

To provide Legal expertise services to the College.

This Unit will perform the following activities:-

- (i) Provide legal advice and assistance to interpretation of laws;

- (ii) Prepare and review various legal instruments such as orders, notices, certificates and agreements;
- (iii) Vet contracts document before contract signature;
- (iv) Carry out litigation matters on behalf of the College in liaison with the Office of the Attorney General and Solicitor General;
- (v) Provide secretariat services to the College Governing Board and follow up implementation of resolutions passed in meetings;
- (vi) Draft and scrutinize leases and transfer of property;
- (vii) Represent the College in the Court of Law; and
- (viii) Participate in various negotiations and meeting that call for legal expertise.

This Unit will be led by a Corporate Counsel.

### **3.6 INTERNAL AUDIT UNIT**

#### **Objective**

To provide advice on proper management of College resources

This Unit will perform the following activities: -

- (i) Prepare and implement Audit Plans;
- (ii) Develop operational procedures, policies and measures for safeguarding of assets and inventories;
- (iii) Review and report on proper control over the receipt, custody and utilization of all financial resources and recommend on improvement of management controls;
- (iv) Review and report on conformity with financial and operational procedures laid down in any legislation or any regulations or instructions for control over the expenditure of the College;
- (v) Review and report on the correct classification and allocation of revenue and expenditure accounts;
- (vi) Develop and implement audit procedures to facilitate compliance with international standards annually;
- (vii) Review and report on the reliability and integrity of financial and operation data;
- (viii) Review and report on the systems in place used to safeguard assets and verify existence of such assets;

- (ix) Review and report on operations or programs to ascertain whether results are consistent with established objectives and goals;
- (x) Review and report on the reactions by the management to internal audit reports, and assist management in the implementation of recommendations made by reports and follow-up on the implementation of recommendations made by the Controller and Auditor General;
- (xi) Review and report on the adequacy of controls built into computerized systems in place;
- (xii) Conduct performance audits and appraisal of development projects;
- (xiii) Carryout risk based audits and prepare reports;
- (xiv) Recommend improvement of management controls designed to safeguard the College resources, promote its growth and ensure compliance with laws and regulations; and
- (xv) Review draft of Annual Accounts prior to External Audits.

This Unit will be led by a Head.

### **3.7 QUALITY ASSURANCE UNIT**

#### **Objective**

To provide advisory services in enhancing the effectiveness of its core activities of learning, teaching, research performance, research training, consultancy and general management in the College.

The Unit will perform the following activities:-

- (i) Develop policies and guidelines on teaching evaluation, programme review and student learning assessment;
- (ii) Monitor, review, evaluate and continuously develop the College's quality at all levels for the promotion of academic excellence in training, consultancy, research and general management;
- (iii) Establish and review Quality Assurance Policy and operational manual;
- (iv) To carry out an Institutional self-assessment of the functions of the College; and
- (v) Initiate and maintain links with TCU and related regulatory bodies within the IUCEA and other internal and external professional bodies.

This Unit will be led by a Head.

### **3.8 PROCUREMENT MANAGEMENT UNIT**

#### **Objective**

To provide expertise and services in contract management, procurement and supply of goods and services, works, consultancy and non-consultancy services for the College.

This Unit will perform the following activities:-

- (i) Develop an annual procurement Plan;
- (ii) Monitor adherence to procurement process and procedures as per Public Procurement Act;
- (iii) Procure, maintain and manage supplies, materials and services to support the logistical requirements of the College;
- (iv) Maintain and monitor distribution of office supplies and materials;
- (v) Maintain and update inventory of goods, supplies and materials;
- (vi) Provide Secretariat services to the College Tender Board as per Public Procurement Act;
- (vii) Set specifications/standards for goods and services procured and monitor adherence to them to ensure value for money;
- (viii) Prepare Terms of References, tender, contracts documents and tender advertisements;
- (ix) Maintain up to date computerized procurement and contract management records pertaining to the procurement and contract management process;
- (x) Prepare procurement reports and submit to relevant authorities;
- (xi) Manage all procurement and disposal by tender activities of the procuring entity; and
- (xii) Monitor stock movement levels and recommend timely ordering and purchasing of materials and supplies.

This Unit will be led by a Head.

### **3.9 COMMUNICATION AND MARKETING UNIT**

#### **Objective**

To provide expertise and services in matters concerning communication and engagement with the public and media.

The Unit will perform the following activities:-



- (i) Coordinate conferences, seminars and ceremonies and other functions;
- (ii) Organize College participation in Trade Fairs and similar events;
- (iii) Market College's functions and raise public awareness on its operations;
- (iv) Foster cooperation between the College and local/ international organizations in collaboration with Directorate of Public Services and Outreach Programmes;
- (v) Coordinate College's advertisement to the public regarding to its operations; and
- (vi) Conduct publicity program for promotion of College's image.

This Unit will be led by a Head.