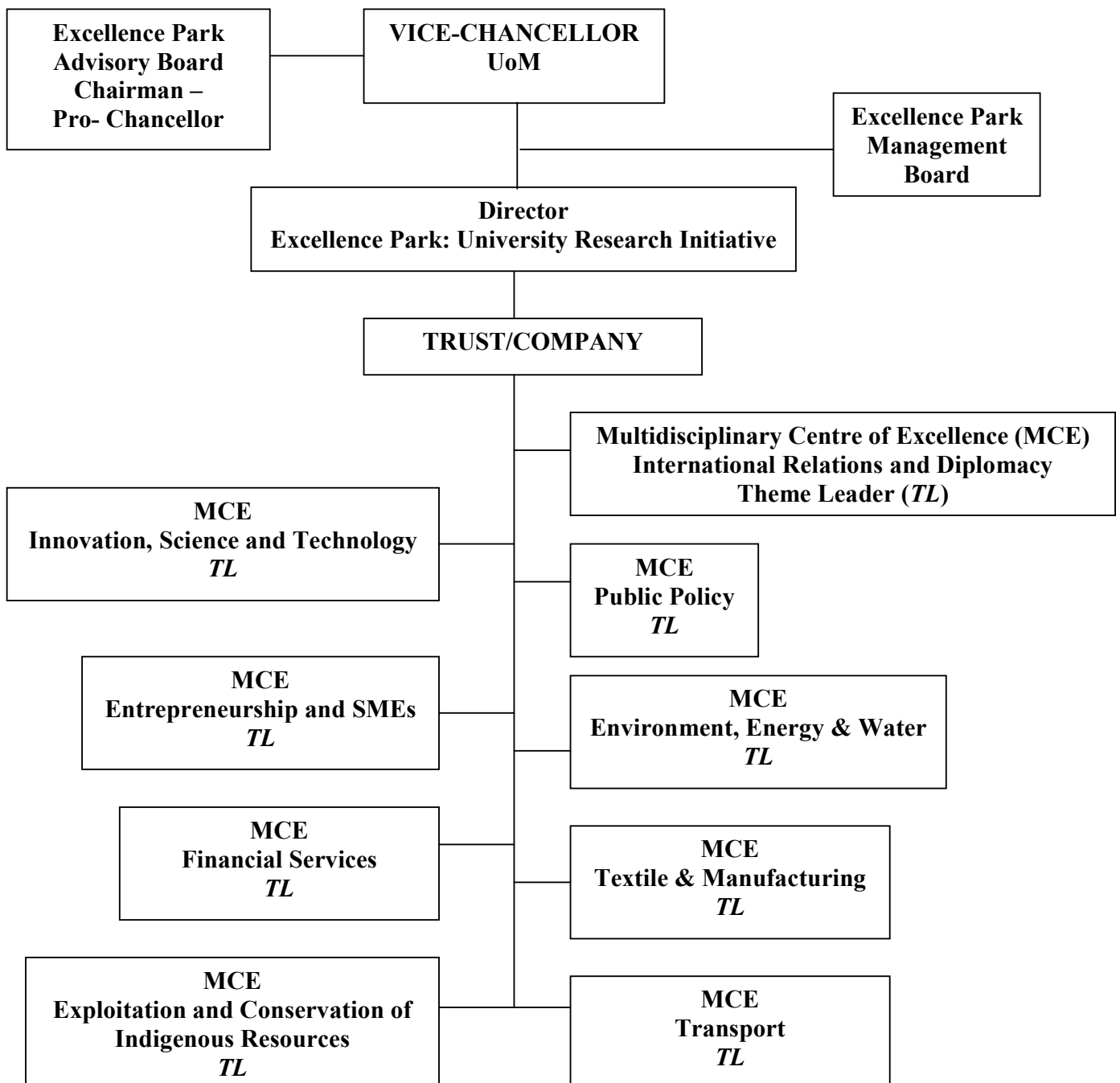


THE UNIVERSITY OF MAURITIUS EXCELLENCE PARK – OPERATIONAL GUIDELINES

The Centre of Excellence Park Concept

The Excellence Park Concept aims at addressing national priorities and opportunities through a more flexible organisational structure for promoting R&D relevant to these priorities and opportunities. This initiative would bring together our pool of multidisciplinary resources with a view to enhancing output to a concerted effort and synergistic approach. This approach will be driven by the establishment of multidisciplinary centers of excellence based on targeted themes.



Terms of Reference

- Capacity building in policy analysis, Research and Development
- Creating and sharing knowledge
- Mustering seasoned and experienced researchers to focus on multidisciplinary themes

Expected Outputs

- Short term training programmes (e.g. Executive Development Programmes - EDPs)
- Presentation of findings at national level every three months with stakeholders through seminars and workshops
- Review and prepare inputs for policy making
- Regular publications in journals
- Development of at least 1 teaching Module per year per Centre. These new modules will build up and replace outdated ones and will eventually form the basis of new programmes.

Beneficiaries of these outputs

- Government (policy making level)
- Private sector (Institutional/operational level)
- SMEs
- NGOs and civil societies

Theme Leader

The Park will consist of various multidisciplinary thematic research units, each under a Theme Leader. The Theme leader will be elected amongst the members for upto a period of 3 years (to be reviewed from time to time).

Profile

- A seasoned and dynamic researcher with strong leadership skills and/or good experience of team-based project delivery.

Duties and Responsibilities

- Provide leadership in the conception, formulation and preparation of R&D projects, taking into account research strengths and priorities identified under the relevant theme.
- Work with faculties and researchers to bring forward effective proposals, and act as mentor for junior researchers.
- Enhance programmes of studies through the incorporation of R&D outputs
- Work with the Director in identifying and quantifying all project resource requirements, such as, human resource input, equipment and funding.
- Be closely involved in the project implementation to ensure timely achievement of project milestones and within budget.
- Assist the Director in sourcing the project requirements identified and in marketing the theme/s.
- Assist the Director in marketing/disseminating the R&D outputs.

- Assist the Director in preparing the relevant Board papers to report progress and to identify future development under the relevant theme.

Multidisciplinary Centers of Excellence (MCE)

The Excellence Park will have the following approved* starting Themes for its centers of excellence:

- International Relations and Diplomacy (Trade, Commerce, OGOI)
- Public Policy (International Tourism, Health, Social Issues, Seafood Hub, Poverty Alleviation)
- Environment, Energy and Water (Water, Environment, Energy Management)
- Textile and Manufacturing
- Transport
- Innovation, Science and Technology (ICT, ICT Business Incubator, Biotechnology, Marine Resources)
- Entrepreneurship and SME's
- Exploitation and Conservation of indigenous resources (Biodiversity, Biotechnology)
- Financial Services (Asset Management, Financial Delinquency)

* as policy decision by Senate

Sustainable Development, capacity building, leadership, organizational competitiveness and generation of policy guidelines will be crosscutting elements through all the Centres of Excellence.

- The activities of each thematic research unit will be project-based, each under a project leader. There is no restriction on the number of projects under each thematic unit. On-going projects may also be roped in.

Reporting Line

- Each project leader will report to the Theme Leader.
- Each Theme Leader will report to the Director of the Excellence Park.
- The Director, Excellence Park will report to the VC.

Excellence Park Management Board (EPMB)

Membership

- Vice-Chancellor or his representative as Chairman
- Director, Excellence Park
- Theme Leader/s (as applicable)
- Two (2) other Theme Leaders, selected by VC upon recommendation of Director

- The Chairman of the Research Ethics Committee (co-opted, as and when applicable)
- Other members may be co-opted

The EPMB will report directly to the VC who will inform Senate about the decisions, proposals etc.

Terms of Reference

- Approve and monitor projects
- Oversee the management of the Park
- Draft and Review policies and procedures that govern the Excellence Park
- Any other matters relating to research projects

Excellence Park Advisory Board (EPAB)

Membership:

- Pro-Chancellor, Chairman
- Vice-Chancellor
- Pro-VC (R&C)
- Director, Excellence Park
- Director, MRC
- Two representatives of the private sector
- Two representatives of the public sector
- International experts associated with Research
- Other members can be co-opted as and when applicable

Terms of reference:

The Excellence Park Advisory Board will be supported by a team of national and international experts drawn from different fields.

The EPAB will meet at least once a year to

- Identify emerging sectors in research
- Advise on future strategies

Director of Excellence Park

The Director will be responsible for directing and managing the Excellence Park in line with the University mission and vision and Strategic Plan.

Profile

- Proven organizational and leadership skills.
- Strong communication and interpersonal skills, including IT proficiency.
- At least a good Master's degree or equivalent.

- At least 5 years' experience in a managerial position. Work experience in a tertiary education environment and project management experience will be definite advantages.
- Preference will be given to applicants with experience in research and/or consultancy/development work.

Duties and Responsibilities

S/He will report to the Vice Chancellor and will be responsible for:

- Taking initiatives to work closely with all faculty members of University of Mauritius in planning, coordinating and monitoring the activities of the Excellence Park.
- Networking with all stakeholders including other Universities and research institutions, local and external funding agencies, Government and private sector bodies.
- Setting up and managing a database of information relevant to the functioning of the Park.
- Ensuring sound Human Resource and Financial Management of the Park.
- Promoting activities of the Park through active marketing of its capabilities and output.
- Initiating, developing and managing projects and programmes across the multidisciplinary Centres of Excellence.
- Reporting to the Excellence Park Management Board (EPMB) on all activities of the park and implementing all decisions taken by the EPMB
- Act as Secretary to Excellence Park Advisory Board (EPAB).
- Observing good governance principles and abiding by intellectual property rights regulations.
- Ensuring protection of intellectual property outputs of the Park through patenting and other means.

Project Identification

Case 1: Projects proposed by Government or identified by the Excellence Park

- Call for interest among Academics
- Selection of team by EPMB, approved by VC

Case 2: Project submitted by academics

- Each project should involve at least 3 members, one of them being the project leader.
- The project leader should, after full review and discussion at Centre level, submit the proposal to the Director, Excellence Park who will, in turn, submit the proposal for discussion and approval to the EPMB.

Case 3: Project emerging from national workshops/seminars organized by MCEs

- The relevant MCE will undertake the project identified, subject to approval of EPMB.

In all cases, external experts may be pooled in as and when required to participate in projects.

Funding

- Excellence Park to have a separate vote
- All MCEs will be financially self-sustaining
- Seed money may be available for initiating the project
- The Director and the Theme/Project Leader will jointly seek funding.

Incentives

Revenues Generated through training and consultancy activities will be shared between the University and the MCEs in accordance with a formula to be agreed upon.

Other Issues:

- An academic staff may be involved in more than one Thematic Research Unit.
- Activities of the Excellence Park may also include training (e.g. EDP) and consultancy
- The Excellence Park will encourage the setting up of incubation cells to develop the entrepreneurial flair of our staff and students.
- Projects not approved by EPMB may be sent to members of EPAB and/or expert reviewer/s upon appeal of applicant(s).