

# **Regulations of the Organizational Structure of the University of Macau**

## **Article 1 Committees of the University Council**

1. In accordance with Item 8 of Article 17 of the Charter of the University of Macau, the committees of the University Council shall be:
  - 1) The Standing Committee;
  - 2) The Honorary Degrees and Titles Committee;
  - 3) The Fiscal Committee.
  
2. Modes of operation of the Standing Committee:
  - 1) The Chair shall determine the time and date of the meetings of the Standing Committee;
  - 2) The Standing Committee shall meet at least four times in each academic year in ordinary session. The Standing Committee shall meet in extraordinary session either convened by the Chair or at the request of the majority of its members. The minutes of a meeting of the Standing Committee shall be submitted to the University Council for record or consideration within one month after the meeting;
  - 3) The Standing Committee may handle its affairs that are within its competence by way of circulation.
  
3. Modes of operation of the Honorary Degrees and Titles Committee:
  - 1) The Chair shall determine the time and date of the meetings of the Honorary Degrees and Titles Committee;
  - 2) The Honorary Degrees and Titles

Committee shall meet at least once in each academic year. The minutes of a meeting of the Honorary Degrees and Titles Committee shall be submitted to the University Council for record or consideration within one month after the meeting.

4. Modes of operation of the Fiscal Committee:

- 1) The Fiscal Committee shall meet at least once every six months in ordinary session. The Fiscal Committee shall meet in extraordinary session either convened by the Chair or at the request of one of its member;
  - 2) Resolutions shall be made by the majority of votes of its members;
  - 3) Every meeting of the Fiscal Committee shall have minutes, which shall record summaries of the inspections made and resolutions concluded, and which shall be signed by all members attending the meeting;
  - 4) The Fiscal Committee shall inform the University Council of its work accomplished, measures adopted and the results achieved.
5. The University Council may constitute provisional committees for handling specific issues. The composition, competence and modes of operation of a provisional committee shall be defined by the University Council.

**Article 2**  
**Vice Rectors**

1. In accordance with Item 2 of Article 30 of the Charter of the University of Macau, the University of Macau (hereinafter referred to as UM) shall have five Vice Rectors assisting the Rector in the areas of academic affairs, research, administration, student affairs, and external affairs and community relations, respectively.

2. The recruitment of the Vice Rectors shall be the responsibility of the recruitment committee appointed by the Standing Committee of the University Council.

### **Article 3**

#### **The University Affairs Coordination Committee**

1. In accordance with Article 31 of the Charter of UM, the University Affairs Coordination Committee shall be responsible for assisting the Rector in handling and coordinating the affairs of the University, and for providing an official channel for collective wisdom when measures concerning the university community are adopted.
2. The University Affairs Coordination Committee shall consist of:
  - 1) The Rector, who shall be the Chair;
  - 2) The Vice Rectors;
  - 3) The heads of the academic support units;
  - 4) The heads of the administrative units;
  - 5) The Deans of all faculties;
  - 6) The Rector may appoint no more than two other academic or non-academic staff members to the University Affairs Coordination Committee, for a term of one year or less as necessary;
3. Responsibilities:
  - 1) To advise on improvement measures regarding overall operation of UM;
  - 2) To coordinate the preparation of UM's annual and multiple-year working plans, financial plans and working report;
  - 3) To coordinate the preparation of UM's own budget, supplementary budget and the alterations of the budget, and submit them to the University Council for consideration;
  - 4) To coordinate the preparation of the University's working reports and final

- accounts, and submit them to the University Council for consideration;
- 5) To coordinate the supply of resources and services for the daily operation of UM;
  - 6) To advise on external requests for use of UM's facilities and equipment on paid or unpaid basis;
  - 7) To review annually the operation and coordination of the various units and departments of UM;
  - 8) To assist in handling or responding to internal and external opinions and suggestions on the operation of UM;
  - 9) To advise on any matters raised by the Rector.
4. When the University Affairs Coordination Committee meets for preparation of UM's own budget, supplementary budget and the alterations of the budget, the Chair shall invite the Deans of all faculties to participate in the discussions to advise on the allocation of academic resources.
5. The University Affairs Coordination Committee shall meet at least four times in ordinary session in each academic year. The Rector's Secretariat shall provide the necessary technical and administrative support.

#### **Article 4** **The Senate**

1. In accordance with Item 3 of Article 35 of the Charter of UM, the Senate shall consist of:
  - 1) The heads of principal independent academic units, namely:
    - (1) The Dean of Graduate School;
    - (2) The Dean of Honours College;
    - (3) The Director of Institute of Collaborative Innovation;
    - (4) The Director of Institute of Chinese Medical Sciences;

- (5) The Director of Centre for Continuing Education;
  - (6) The Director of Institute of Applied Physics and Materials Engineering.
- 2) The directors of principal academic support units and relevant administrative units, namely:
- (1) The Registrar;
  - (2) The University Librarian;
  - (3) The Director of Information and Communication Technology Office;
  - (4) The Director of Centre for Teaching and Learning Enhancement;
  - (5) The Dean of Students.
- 3) Representatives of each faculty shall be elected from full time academic staff, except the heads of principal independent academic units. The election normally takes place in Academic Council meetings.
- (1) The total number of representatives at professorial ranks, namely chair professor and full professor, associate professor, and assistant professor, of each faculty shall be determined by the total number of professorial academic staff of a faculty divided by the total number of all professorial academic staff in UM and multiplied by 40. If the resulting number is not a whole number, it shall be rounded up to the next nearest wholenumber. The allocation of Senate seats shall follow the ratio of 2:1:1 for the ranks of chair professor and full professor, associate professor and assistant professor of each faculty. If the total number of qualifying members at a particular rank is less than one, the resulting number shall be concluded to one. Faculty shall take the responsibility of arriving at an appropriate combination of qualifying members at various professorial ranks to match the total number of Senate seats allocated to

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academic staff at those ranks. Senate members from each professorial rank shall be elected by all academic staff at that rank;

(2) One representative from each faculty, to be elected by and from all academic staff at the ranks of Lecturer, Senior Instructor and Instructor.

4) Student representatives, who shall be:

(1) One full-time undergraduate student to be elected by University of Macau Students' Union;

(2) One full-time postgraduate student to be elected by University of Macau Postgraduate Association.

2. A member elected under Sub-item 3) of Item 1 of this article shall be appointed by the Chair. This member shall serve a term of two years or less, which is renewable subject to re-election.

3. A member elected under (1) and (2) of Sub-item 4) of Item 1 shall be appointed by the Chair. This member shall serve a term of one year or less, which depends on the individual's student status with UM and is renewable subject to re-election.

4. If any student member resigns or ceases to be a member of the Senate, the students' organization concerned shall elect a qualifying member according to its own election procedure to serve out the term of office of the predecessor.

5. In accordance with Article 37 of the Charter of UM, the modes of operation of the Senate shall be:

1) The Senate shall meet at least four times in full session in each academic year. The Chair shall convene a meeting by a notice with the date and time of the meeting;

2) Not less than one half of its members with the right to vote shall form a quorum at a

meeting of the Senate. A resolution shall be made by relative majority of votes;

- 3) The Senate shall operate through its subordinate committees, namely its standing committees, or non-standing committees, if there are any;
- 4) Student members to the Senate or committees of the Senate shall not take part in discussing the reserved items on the agenda and shall not read the relevant documents;
- 5) The reserved agenda shall include:
  - (1) Issues related to individual student's admission or assessment, or personal matters related to individual members of UM;
  - (2) Issues that, at the Chair's discretion, may not be disclosed to students. The Chair shall give prior explanation to the student members about the reasons of the confidentiality.
- 6) If there are questions over whether some specific issues are reserved items, the Chair or whoever chairs the meeting of the Senate or meetings of its subordinate committees shall decide and his/her decision shall be final;
- 7) If a new proposal is made to the Senate for consideration and the person making the proposal is not a member of the Senate, the Chair shall invite the proposing person to attend the Senate meeting to explain the proposal;
- 8) The Registrar shall be secretary to the Senate, and the Academic Affairs Office shall provide the Secretariat with the necessary support.

#### **Article 5**

#### **Subordinate Committees of the Senate**

1. In accordance with Item 4 of Article 36 of the Charter of UM, the subordinate committees of the Senate shall be divided into standing committees and non-standing committees.

2. The standing committees of the Senate shall be:

- 1) The General Affairs Committee;
- 2) The Research Committee;
- 3) The Academic Quality Assurance Committee;
- 4) The Library Committee;
- 5) The Information and Education Technology Committee;
- 6) The Graduate Studies Committee;
- 7) General Education Committee;
- 8) Committee on Teaching and Learning Enhancement;
- 9) Scholarship Committee;
- 10) Sports Committee;
- 11) Staff-Student Consultative Committee;
- 12) Student Disciplinary Committee.

3. The General Affairs Committee

1) Composition:

- (1) The Rector, who shall be the Chair;
- (2) The Vice Rector governing academic affairs;
- (3) The Vice Rector governing research affairs;
- (4) The Vice Rector governing student affairs;
- (5) The Deans of all faculties;
- (6) The Dean of Graduate School;
- (7) The Dean of Honours College;
- (8) The Director of Institute of Chinese Medical Sciences;
- (9) The Director of Institute of Applied Physics and Materials Engineering;
- (10) The Registrar.

2) The Academic Affairs Office shall provide the General Affairs Committee with the necessary technical and administrative support.

3) Powers and duties:

- (1) To set the agendas for the meetings of the Senate;
- (2) To advise the Senate on new programmes and courses or revised programmes and courses proposed by academic units, and on setting of academic regulations or revision thereof;
- (3) To set the admission standards for all



- programmes offered by academic units and their intake numbers of first year students of undergraduate programmes;
- (4) To approve the modes and syllabuses of the annual admission examinations;
  - (5) To appoint examiners and reviewers for the admission examinations;
  - (6) To handle urgent affairs within the competence of the Senate when it is not in session;
  - (7) To maintain the balance between the teaching and research activities of UM;
  - (8) To make executive decisions within its competence, submit strategic proposals to the Senate and advise on the annual budget in support of its own areas of work.

#### 4) Modes of Operation:

- (1) The meeting of the General Affairs Committee shall be a preparatory meeting for the Senate meeting and shall be held at least three weeks before it;
- (2) The General Affairs Committee may also hold its own meetings when needed. The minutes of a meeting shall be submitted to the Senate for record within one month after the meeting;
- (3) The General Affairs Committee may handle its affairs that are within its competence by circulation.

#### 4. The Research Committee

##### 1) Composition:

- (1) The Vice Rector governing research affairs, who shall be the Chair;
- (2) One Associate Dean of each faculty;
- (3) One senior academic staff from the Academic Council of each faculty, elected from among all the members of the Senate in the council, in accordance with its own election procedure. This member shall serve a term of one year or less, which is renewable subject to re-election;
- (4) The Dean of Graduate School;
- (5) The heads of other independent academic units with research tasks.

2) The Research and Development Administration Office shall provide the Research Committee with the necessary technical and administrative support.

3) Powers and duties:

- (1) To plan and promote academic research and related activities of UM;
- (2) To supervise implementation of UM's annual and multiple-year development plans in the areas related with research;
- (3) To recommend internal and external panels of specialists to assess the research projects submitted by academic staff, and handle other matters related to technical or ethical compliance;
- (4) To endorse the funding of the research projects, based on the opinion of the panel of specialists, and according to the availability of the research funds and the respective regulations;
- (5) To provide internal review and/or recommend external assessment to the applications for external research funding;
- (6) To promote the publication of research results in international academic journals and promote the application for patents and trademarks from new inventions;
- (7) To make executive decisions within its competence, submit strategic proposals to the Senate and advise on the annual budget in support of its own areas of work.

4) Modes of operation:

- (1) The Research Committee shall meet at least twice in each academic year. The minutes of a meeting shall be submitted to the Senate for record within one month after the meeting;
- (2) The Research Committee may handle its affairs that are within its competence by way of circulation.

5. The Academic Quality Assurance Committee

1) Composition:

- (1) The Vice Rector governing academic affairs, who shall be the Chair;
  - (2) One senior academic staff from the Academic Council of each faculty, elected from among all the members of the Senate in the council, in accordance with its own election procedure. This member shall serve a term of one year or less, which is renewable subject to re-election;
  - (3) The Deans of all faculties;
  - (4) The heads of the independent academic units with teaching tasks;
  - (5) The Director of Centre for Teaching and Learning Enhancement;
  - (6) The Registrar;
  - (7) The student members of the Senate.
- 2) The Academic Affairs Office shall provide the Academic Quality Assurance Committee with the necessary technical and administrative support.
- 3) Powers and duties:
- (1) To monitor the process and results of academic validation of new programmes and courses and periodic academic reviews of existing ones;
  - (2) To devise the policy and guidelines for teaching and learning quality assurance;
  - (3) To review quality assessment methods/criteria and to evaluate teaching/learning quality of each teaching unit/programme;
  - (4) To make strategic decisions within its competence, submit strategic proposals to the Senate and advise on the annual budget in support of its own areas of work.
- 4) Modes of Operation:
- (1) The Academic Quality Assurance Committee shall meet at least twice in each academic year. The minutes of a meeting shall be submitted to the Senate for record within one month after the meeting;
  - (2) The Academic Quality Assurance Committee may handle its affairs that are

within its competence by way of circulation.

## 6. The Library Committee

### 1) Composition:

- (1) The Chair: The Rector shall appoint a chair from among senior members of the Senate after consultation with the University Affairs Coordination Committee;
- (2) The University Librarian;
- (3) One academic staff member elected from each faculty and the Institute of Chinese Medical Sciences. This member shall serve a term of one year or less, which is renewable subject to re-election;
- (4) Student members of the Senate.

### 2) The Library shall provide the Library Committee with the necessary technical and administrative support.

### 3) Powers and duties:

- (1) To set long-term development objectives and orientation of the Library;
- (2) To ensure that the resources the Library acquires in each academic year meet the needs of teaching and research of various academic units of UM;
- (3) To develop and improve the Library;
- (4) To ensure that the facilities of the Library are proper for the academic activities of UM;
- (5) To cultivate the culture and skills for good use of the Library among staff and students;
- (6) To make executive decisions within its competence, submit strategic proposals to the Senate and advise on the annual budget in support of its own areas of work.

### 4) Modes of Operation:

- (1) The University Library Committee shall meet at least three times in each academic year. The minutes of a

meeting shall be submitted to the Senate for record within one month after the meeting;

- (2) The University Library Committee may handle its affairs that are within its competence by way of circulation.

## 7. The Information and Education Technology Committee

### 1) Composition:

- (1) The Chair: The Rector shall appoint a chair from among the members of the Senate who possesses expertise in information and education technology, after consultation with the University Affairs Coordination Committee;
- (2) The Director of Information and Communication Technology Office;
- (3) One academic staff member elected from each faculty and the Institute of Chinese Medical Sciences, who is especially interested in information technology and educational technology. This member shall serve a term of one year or less, which is renewable subject to re-election;
- (4) One representative of Centre for Teaching and Learning Enhancement;
- (5) The Dean of Students or his/her representative;
- (6) The student members of the Senate.

- 2) The Information and Communication Technology Office shall provide the Information and Education Technology Committee with the necessary technical and administrative support.

### 3) Powers and duties:

- (1) To set UM's policy and regulations for the use of information and education technology in academic and administrative work;
- (2) To evaluate and introduce new technologies and facilities, in order to enhance the efficiency of teaching, research and learning;
- (3) To provide training opportunities for the use

of various hardware and software of information and education technology;

- (4) To promote and enhance the culture of self-learning through the use of information technology;
- (5) To make executive decisions within its competence, submit strategic proposals to the Senate and advise on the annual budget in support of its own areas of work.

#### 4) Modes of Operation:

- (1) The Information and Education Technology Committee shall meet at least three times in each academic year. The minutes of a meeting shall be submitted to the Senate for record within one month after the meeting;
- (2) The Information and Education Technology Committee may handle its affairs that are within its competence by way of circulation.

### 8. The Graduate Studies Committee

#### 1) Composition:

- (1) The Rector, or a senior academic staff appointed by the Rector, who shall be the Chair;
- (2) The Dean of Graduate School;
- (3) The Vice Rector governing academic affairs;
- (4) The Vice Rector governing research affairs;
- (5) The Dean or Associate Dean of each faculty;
- (6) The Chair of Academic Council or council representative. This member shall serve a term of one year or less, which is renewable subject to re-election;
- (7) The Director of Institute of Chinese Medical Sciences or Chair of the Pedagogic Committee;
- (8) The Director of Institute of Applied Physics and Materials Engineering or Chair of the Pedagogic Committee;
- (9) The Associate Dean of Graduate School;

- (10) The Director of Centre for Teaching and Learning Enhancement;
  - (11) The Registrar;
  - (12) The full-time post-graduate student (representative in the Senate who shall serve a term of one year or a term corresponding to his/her own term of service in the Senate, whichever is shorter;
- 2) The Graduate School shall provide the Graduate Studies Committee with the necessary technical and administrative support.
- 3) Powers and duties:
- (1) To examine the annual and multiple-year development plans of the Graduate School on postgraduate study programmes and research projects, to ensure that those plans are in line with the overall academic development plans of UM;
  - (2) To set the procedures for proposing the establishment of postgraduate programmes and courses and the basic requirements for offering those programmes and courses;
  - (3) To approve the standards for admission to the taught postgraduate programmes and to research degree programmes, and the annual numbers of student intake thereof;
  - (4) To approve applications for admission to doctoral degree programmes;
  - (5) To ascertain the academic credentials of the academic staff instructing the taught postgraduate courses, supervising postgraduate students in writing thesis and in independent research projects;
  - (6) To advise to the Senate on the standards for the award of postgraduate degrees and titles;
  - (7) To make executive decisions within its competence, submit strategic proposals to the Senate and advise on the annual budget in support of its own areas of work.
- 4) Modes of operation:
- (1) The Graduate Studies Committee shall

meet at least twice in each academic year. The minutes of the meeting shall be submitted to the Senate for record within one month after the meeting;

- (2) The Graduate Studies Committee may handle its affairs that are within its competence by way of circulation.

## 9. General Education Committee

### 1) Composition:

- (1) The Vice Rector governing academic affairs, who shall be the Chair;
- (2) The Vice Rector governing student affairs or his/her representative;
- (3) The Deans of all faculties or his/her representative;
- (4) The Dean of Honours College or his/her representative;
- (5) The Director of Institute of Chinese Medical Sciences or his/her representative;
- (6) The Director of Institute of Applied Physics and Materials Engineering or his/her representative;
- (7) The Director of Centre for Teaching and Learning Enhancement;
- (8) The Registrar or his/her representative;
- (9) The Dean of Students or his/her representative;
- (10) The full-time undergraduate student representative in the Senate, whose term of service shall correspond to his/her own term of service in the Senate.

- 2) The Academic Affairs Office shall provide the General Education Committee with the necessary technical and administrative support.

### 3) Powers and duties:

- (1) To develop policies, objectives and regulations relating to the general education requirements of the undergraduate curriculum;
- (2) To develop guidelines and criteria for general education courses;
- (3) To assess and endorse course proposals for general education courses according to the objectives of the general education curriculum;
- (4) To recommend implementation and



other support for general education curriculum;

- (5) To keep the general education curriculum under constant review and supervision;
- (6) To handle other related affairs at the request of the Senate;
- (7) To make strategic decisions within its competence, submit strategic proposals to the Senate and advise on the annual budget in support of its own areas of work.

4) Modes of operation:

- (1) The General Education Committee shall meet at least twice in each academic year. The minutes of the meeting shall be submitted to the Senate for record within one month after the meeting;
- (2) The General Education Committee may handle its affairs that are within its competence by way of circulation.

10. Committee on Teaching and Learning Enhancement.

1) Composition:

- (1) The Vice Rector governing academic affairs or his/her delegate, who shall be the Chair;
- (2) The Deans of all faculties or his/her representative;
- (3) The Dean of Graduate School or his/her representative;
- (4) The Dean of Honours College or his/her representative;
- (5) The Director of Institute of Chinese Medical Sciences or his/her representative;
- (6) The Director of Institute of Applied Physics and Materials Engineering or his/her representative;
- (7) The Director of Centre for Teaching and Learning Enhancement;
- (8) The Registrar or his/her representative;
- (9) The Dean of Students or his/her representative;
- (10) The student members of the Senate.

2) The Centre for Teaching and Learning Enhancement shall provide the Committee on

Teaching and Learning Enhancement with the necessary technical and administrative support.

3) Powers and duties:

- (1) To set long-term development plans of the Centre for Teaching and Learning Enhancement;
- (2) To monitor the progress and performance of the Centre;
- (3) To supervise implementation of quality teaching and learning activities and overall operation of the Centre;
- (4) To advise the Centre on teaching and learning programmes and activities proposed by the Centre;
- (5) To endorse the funding of projects and educational programmes related to teaching and learning enhancement;
- (6) To make other important decisions within its competence, submit strategic proposals to the Senate, and advise on the annual budget in support of its own areas of work.

4) Modes of operation:

- (1) The Committee on Teaching and Learning Enhancement shall meet at least twice in each academic year. The minutes of the meeting shall be submitted to the Senate for record within one month after the meeting;
- (2) The Committee on Teaching and Learning Enhancement may handle its affairs that are within its competence by way of circulation.

## 11. Scholarship Committee

1) Composition:

- (1) The Registrar, who shall be the Chair;
- (2) The Head of Registry;
- (3) The Dean of Students or his/her representative;
- (4) One academic staff member from each faculty, the Institute of Chinese Medical Sciences and the Institute of Applied Physics and Materials Engineering, recommended by the heads of the faculties, the Institute of Chinese Medical Sciences and the Institute of Applied Physics

and Materials Engineering. Each member shall serve a term of one academic year.

2) The Student Affairs Office shall provide the Scholarship Committee with the necessary technical and administrative support.

3) Powers and duties:

- (1) To determine the distribution of scholarship and academic prize quotas (other than those selected by donors) among academic units and students in different years of study having regard to agreed policy/guidelines;
- (2) To determine the criteria for the award of scholarships and academic prizes having regard to agreed policy/guidelines;
- (3) To assess candidates for the award of scholarships and academic prizes including where necessary the conduct of interviews by panel members approved by the Committee;
- (4) To approve candidates for the award of scholarships and academic prizes;
- (5) To make other important decisions within its competence, submit strategic proposals to the Senate, and advise on the annual budget in support of its own areas of work.

4) Modes of operation:

- (1) The Scholarship Committee shall meet at least once in each academic year. The minutes of the meeting shall be submitted to the Senate for record within one month after the meeting;
- (2) The Scholarship Committee may handle its affairs that are within its competence by way of circulation.

## 12. Sports Committee

1) Composition:

- (1) The Chair, who shall be appointed by the Rector from University members who is at professorial rank (namely chair professor, distinguished professor, professor, associate professor and assistant professor) with non-PE or non-Sport background;
- (2) One representative among all the Residential Colleges;

- (3) One academic staff member appointed by the Dean of Faculty of Education, who is in the area of sports;
  - (4) The Director of Office of Administration or his/her representative;
  - (5) The Director of Campus Management and Development Office or his/her representative;
  - (6) The Director of Office of Health, Safety and Environmental Affairs or his/her representative;
  - (7) The Dean of Students or his/her representative;
  - (8) The Director of Office of Sports Affairs or his/her representative;
  - (9) The Head of Facility Development Section or his/her representative;
  - (10) The President of University of Macau Staff Sports Club or his/her representative;
  - (11) One representative of the University of Macau Students' Union;
  - (12) One representative of the University of Macau Postgraduate Association;
  - (13) The President of Sports Association of University of Macau Students' Union or his/her representative.
- 2) The Office of Sports Affairs shall provide the Sports Committee with the necessary technical and administrative support.
- 3) Powers and duties:
- (1) To offer advisory service on policy making or strategic planning for sports development in the UM, including the UM sports team(s) and university-wide sport activities;
  - (2) To develop managing policies for the UM sports team(s);
  - (3) To ensure effective use and proper management of sports resources and facilities in the UM;
  - (4) To enhance communication and cooperation among the UM units related to sports affairs development;
  - (5) To encourage the development of organizational sports activities and active participation of members from the UM community;
  - (6) To offer advisory service to the funding priorities of sport activities in the UM.

4) Modes of operation:

- (1) The Sports Committee shall meet at least twice in each semester. The minutes of the meeting should be submitted to the Senate for record within one month after the meeting;
- (2) The Sports Committee may handle its affairs that are within its competence by way of circulation.

13. Staff-Student Consultative Committee

1) Composition:

- (1) The Chair: The Rector shall appoint a chair among Senate members;
  - (2) One academic staff member from each faculty, the Institute of Chinese Medical Sciences and the Institute of Applied Physics and Materials Engineering, recommended by the heads of the faculties, the Institute of Chinese Medical Sciences and the Institute of Applied Physics and Materials Engineering. This member shall serve a term of one academic year;
  - (3) The Dean of Students or his/her representative;
  - (4) One representative of the University of Macau Students' Union;
  - (5) One representative of the University of Macau Postgraduate Association;
  - (6) The presidents of Faculty Student Associations and a student representative of the Institute of Chinese Medical Sciences and the Institute of Applied Physics and Materials Engineering. This member shall serve a term of one academic year.
- 2) The Student Affairs Office shall provide the Staff-Student Consultative Committee with the necessary technical and administrative support.
- 3) Powers and duties:
- (1) To provide a formal platform for teachers and students to exchange ideas and opinions related to University policies;
  - (2) To enhance communication between students

and the University;

- (3) To make recommendations to appropriate units on matters requiring reviews or improvement;
- (4) To submit strategic proposals to the Senate, and advise on the annual budget in support of its own areas of work.

4) Modes of operation:

- (1) The Staff-Student Consultative Committee shall meet at least once each semester. The minutes of a meeting shall be submitted to the Senate for record within one month after the meeting;
- (2) The Staff-Student Consultative Committee may handle its affairs that are within its competence by way of circulation.

14. Student Disciplinary Committee

1) Composition:

- (1) The Dean of Students, who shall be the Chair;
- (2) The Registrar;
- (3) Two full or associate professors, recommended by the Rector;
- (4) One administrative unit head, recommended by the Rector;
- (5) One representative of University of Macau Students' Union;
- (6) One representative of University of Macau Postgraduate Association.

- 2) The Student Affairs Office shall provide the Student Disciplinary Committee with the necessary technical and administrative support.

3) Powers and duties:

- (1) To exercise its powers and duties defined by the "Students' Disciplinary Regulations of the University of Macau" in handling student disciplinary issues;
- (2) To make other decisions within its competence, submit strategic proposals to the Senate, and advise on the annual budget in support of its work.

4) Modes of operation:

- (1) The Student Disciplinary Committee shall meet at least once each academic year. The minutes of the meeting shall be submitted to the Senate for record within one month after the meeting;
- (2) The Student Disciplinary Committee may handle its affairs that are within its competence by way of circulation.

## **Article 6**

### **Fundamental Academic Units**

1. The fundamental academic units of UM shall be:
  - 1) The Faculty of Arts and Humanities;
  - 2) The Faculty of Business Administration;
  - 3) The Faculty of Education;
  - 4) The Faculty of Health Sciences;
  - 5) The Faculty of Law;
  - 6) The Faculty of Science and Technology;
  - 7) The Faculty of Social Sciences.
2. The fundamental academic units may create subordinate teaching and research units, including departments, programmes, research centres and institutes, according to the stipulated procedures and the needs of development.
3. The competence and modes of operation of the teaching and research units shall be defined in internal regulations set by the University Council.
4. The heads of the teaching and research units shall be appointed and removed by the Rector on the recommendation of the Dean of faculty.
5. The Deans of faculties shall be appointed and removed by the University Council on recommendation of the Rector.
6. The initial term of the deanship shall be no more than three years, renewable for terms of no more than five years.
7. The recruitment of the Deans of faculties shall be the responsibility of the recruitment committee appointed by the Standing Committee of the University Council.

8. Academic Deans are the chief academic and administrative officers of the respective faculties.
9. The main powers and duties of the Dean of each faculty are as follows:
  - 1) Strategic Planning
    - (1) To represent and lead the faculty in administration, academic and research affairs;
    - (2) To provide leadership and strategic directions in programmes, teaching, research and service of the faculty;
    - (3) To lead and coordinate the governance of the faculty;
  - 2) Financial Affairs
    - (1) To plan the budgetary needs of the faculty;
    - (2) To ensure that the necessary support for the staff is allocated properly and fairly;
    - (3) To authorize expenditures and to perform other duties in accordance with the competencies delegated;
  - 3) Staff Affairs
    - (1) To coordinate the professional development of staff;
    - (2) To provide recommendation regarding appointment, promotion, contract renewal and leaves for staff;
    - (3) To communicate actively with staff; and to review and evaluate their performance in accordance with the Personnel Statute of UM;
    - (4) To ensure that the teaching and research within the faculty fulfill the expectations of UM;
  - 4) Student Affairs
    - (1) To approve applications for admission to the programmes offered, except doctoral degree programmes;
    - (2) To review and approve examination results, course and credit exemption, and course waiver;
    - (3) To recommend to the Senate the lists of potential graduates and degrees to be



awarded after endorsement from Academic Council;

- (4) To approve applications for extension of study, deferment and resumption of study, withdrawal from and re-admission to study;
- (5) To approve discontinuation of study in accordance with the regulations concerned;

#### 5) External Affairs

- (1) To recommend to the Rector the signing of agreements and protocols with other entities;
- (2) To communicate effectively with various constituencies within the University, surrounding community and Government agencies regarding the faculty;
- (3) To serve as a liaison with relevant professional associations, regional and international regulatory and accrediting agencies.

10. Associate Dean(s) shall be appointed or removed by the Rector based on the recommendation of the Dean of faculty. Under normal circumstances, each faculty may have a maximum of two Associate Deans. However, under special circumstances and with adequate justifications, the Rector may approve the appointment of the third Associate Dean for the faculty after his/her rigorous evaluation. The Associate Dean(s) assist(s) the Dean of faculty in planning, coordinating and implementing the affairs related to the Dean's duties. An Associate Dean shall normally possess the rank of associate professor or above.
11. In case the position of the Dean of the faculty falls vacant or he/she is absent or for any reason incapable of executing his/her term of service, the Associate Dean of the faculty shall act on his/her behalf. Under special circumstances in which the acting position shall be taken up by the other academic staff member, prior approval from the Rector shall be sought.
12. If necessary, an academic unit may assign its academic staff member to coordinate academic activities, especially the courses and programmes offered by UM and its research projects. Details of these academic staff shall be defined in the Regulations of the Teaching and Research Units in Faculties of UM.

13. Each faculty shall appoint one Faculty Secretary through functional head appointment to assist in coordinating administrative issues in the faculty. Details of the Faculty Secretary shall be defined in the Regulations of the Teaching and Research Units in Faculties of UM.
14. Each faculty shall have an Academic Council which shall consist of:
  - 1) The Dean of faculty (as Chair);
  - 2) The heads of teaching and research units;
  - 3) All the full-time academic staff at the rank of assistant professor or above;
  - 4) Two representatives of full-time lecturers/senior instructors/instructors elected by all the full-time lecturers/senior instructors/instructors from among themselves, who shall serve a term of one year. The term of service is renewable subject to re-election;
  - 5) University of Macau Students' Union (UMSU) assigns one person-in-charge from its subordinate faculty association of a faculty and one from each department association of the faculty concerned as student representatives. In case a faculty or department does not have the respective faculty association or department association, UMSU shall assign one student representative from the respective faculty or department. In case there is no department within a faculty, UMSU shall assign up to three student representatives from the faculty. Each student member shall serve a maximum term of one year. The term of service is renewable but they should be excused from discussions on matters related to financial, student graduation and disciplinary matters;
  - 6) The Deans may decide, depending on actual need, to have no more than two representatives of part-time teachers elected by all the part-time teachers from among themselves, who shall serve a term of one year. The term of service is renewable subject to re-election;
  - 7) The Registrar or his/her representative.
15. The Academic Council shall be accountable to the Senate for the teaching and research coordination and improvement, and shall have the following powers and duties:

- 1) To propose to the Senate concerning the establishment, alteration or dissolution of departments;
  - 2) To propose to the Senate concerning the curriculum development and revision;
  - 3) To propose to the Senate concerning admission standards, the appointment of external examiners, the assessment of the studies of the students and the requirements for graduation;
  - 4) To give suggestions concerning pedagogic affairs and review the criteria for teaching evaluation;
  - 5) To propose to the Senate concerning the criteria for constitution and composition of examination committees for the master's degree, doctoral degree and other academic qualifications;
  - 6) To endorse the lists of potential graduates and degrees to be awarded at the end of the academic year;
  - 7) Under special circumstances, the Chair may endorse the lists of potential graduates and degrees to be awarded, which shall be ratified in the Academic Council meeting that follows;
  - 8) To handle other affairs at the request of the Senate.
16. The Academic Council can be used as a platform for the Dean to consult members on matters related to faculty issues when the Chair thinks it is appropriate.
  17. The Chair may invite members of academic or non-academic staff in the faculty who are not members of the Academic Council to attend a meeting without the right to vote, if their presence is deemed useful to the meeting.
  18. When deemed necessary, the Rector or the Vice Rector governing academic affairs may attend a meeting of the Academic Council, with a prior notice to the Chair of the Academic Council.
  19. The Academic Council shall be assisted by a secretary, either normally a member of academic staff or the Faculty Secretary, appointed by the Dean for a maximum term of two years. In cases where the secretary of the Academic Council is a member of academic staff, administrative support shall be provided by the Faculty Secretary.

20. The Academic Council shall meet at least twice in full session in each academic year. The Chair shall convene a meeting by a notice with the date and time of the meeting.
21. Not less than one half of its members with the right to vote shall form a quorum at a meeting of the Academic Council. A resolution shall be made by the relative majority of votes.
22. The Chair may take the discretion of allowing issues to be settled by circulation of relevant documents and written ballots signed by voting council members. Decisions arrived by circulation shall be recorded properly in minutes and be confirmed in meeting that follows.
23. Faculty shall define and verify types of issues that warrant decision by circulation. Matters that may be settled by document circulation shall not include non-urgent matters (at the discretion of the Chair) or high level complicated policy matters and issues.
24. The Academic Council may create standing committees or non-standing committees when deemed necessary; it may delegate some of its powers and duties to its standing committees upon approval by the Senate.
25. Each faculty shall have a Faculty Executive Committee which shall consist of:
  - 1) Dean as the Chair;
  - 2) Associate Dean(s);
  - 3) Heads of Departments (if any);
  - 4) Faculty-level Programme Directors (if any);
  - 5) A maximum of two Faculty-level Programme Coordinators (if no Head of Department) as appointed by the Dean;
  - 6) At the discretion of the Dean, a maximum of two other full-time academic staff members to be elected among the faculty members.
26. The Faculty Secretary shall be the secretary of the Faculty Executive Committee.
27. Powers and duties of the Faculty Executive Committee of each faculty:

- 1) To assist in the administrative affairs of the faculty and assist the Dean in the formulation of policies and implementation of decisions;
- 2) To advise the Dean in drawing up and revising the budget plan of the faculty;
- 3) To recommend all faculty-level or department-level academic appointments except full-time (non-visiting) appointments;
- 4) To advise the Dean on such matters as he/she requests;
- 5) To handle other matters as requested by Rector or his/her delegate(s) in accordance with law or prescribed by regulations or rules.

### **Article 7** **Independent Academic Units**

1. The independent academic units refer to the teaching units, research units or units of both teaching and research.
2. In accordance with Item 3 of Article 41 of the Charter of UM , the independent academic units shall be:
  - 1) The Graduate School;
  - 2) The Honours College;
  - 3) The Institute of Collaborative Innovation;
  - 4) The Institute of Chinese Medical Sciences;
  - 5) The Centre for Continuing Education;
  - 6) The Centre for Macau Studies;
  - 7) The Residential Colleges;
  - 8) The Asia-Pacific Academy of Economics and Management;
  - 9) The State Key Laboratory of Analog and Mixed-Signal VLSI;
  - 10) The State Key Laboratory of Quality Research in Chinese Medicine;
  - 11) The Institute of Applied Physics and Materials Engineering.
3. The titles of the heads of each independent academic unit shall be:
  - 1) The Dean of Graduate School;
  - 2) The Dean of Honours College;
  - 3) The Director of Institute of Collaborative Innovation;
  - 4) The Director of Institute of Chinese

Medical Sciences;

- 5) The Director of Centre for Continuing Education;
  - 6) The Director of Centre for Macau Studies;
  - 7) The College Master of Residential College;
  - 8) The Director of Asia-Pacific Academy of Economics and Management;
  - 9) The Director of the State Key Laboratory of Analog and Mixed-Signal VLSI;
  - 10) The Director of the State Key Laboratory of Quality Research in Chinese Medicine;
  - 11) The Director of Institute of Applied Physics and Materials Engineering.
4. The name of each Residential College shall be proposed by the Rector and approved by the University Council.
  5. The heads of the independent academic units shall be appointed and removed by the Rector.
  6. The Rector may appoint and remove no more than two associate heads on the recommendation of the head of an independent academic unit. The term of service shall be determined by the Rector and shall not exceed the appointee's term of contract.
  7. The powers and duties of the heads of the independent academic units shall be endorsed by the Senate and approved by the Rector.
  8. The independent academic units may, within their competence, establish pedagogic groups to regulate their teaching activities, taking reference to the operating models of the academic councils of faculties.
  9. In case the position of the head of the independent academic unit falls vacant or he/she is absent or for any reason incapable of executing his/her term of service, the deputy head of the independent academic unit shall act on his/her behalf. Under special circumstances in which the acting position shall be taken up by the other staff member, prior approval from the Rector shall be sought.

## **Article 8**

### **Academic Support Units**

1. In accordance with Item 1 of Article 42 of the Charter of UM, the academic support units shall be:
  - 1) The Academic Affairs Office, with the Registry subordinate to it;
  - 2) The University Library, with the Library Resources and Development Section and the Library Services and Outreach Section subordinate to it;
  - 3) The Research and Development Administration Office;
  - 4) The Centre for Teaching and Learning Enhancement;
  - 5) The Global Affairs Office;
  - 6) The Alumni and Development Office;
  - 7) The Office of Health, Safety and Environmental Affairs;
  - 8) The Rector's Office;
  - 9) The Student Affairs Office, with the Student Resources Section, the Student Counselling Section and Student Development Section subordinate to it;
  - 10) The Office of Sports Affairs.
  
2. The foresaid units shall be headed by professionals and shall be accountable to the Rector or the Vice Rectors governing the operations of the relevant units. The Vice Rectors may assume concurrent duties as heads of the academic support units if necessary.
  
3. In exceptional cases, the remuneration of the heads of the academic support units may be determined according to the remuneration scale for the academic staff set in the Personnel Statute of UM.
  
4. The titles of the heads of the academic support units listed in Item 1 of this article shall be:
  - 1) The Registrar;
  - 2) The University Librarian;
  - 3) The Director of Research and Development Administration Office;
  - 4) The Director of Centre for Teaching and Learning Enhancement;
  - 5) The Director of Global Affairs Office;
  - 6) The Director of Alumni and Development Office;
  - 7) The Director of Office of Health, Safety and

- Environmental Affairs;
  - 8) The Director of Rector's Office;
  - 9) The Dean of Students;
  - 10) The Director of Office of Sports Affairs.
5. The titles of the heads of the subunits of the academic support units, listed in Item 1 of this article shall be:
- 1) The Head of Registry;
  - 2) The Assistant University Librarian (Resources and Development Section);
  - 3) The Assistant University Librarian (Services and Outreach Section);
  - 4) The Head of Student Resources Section;
  - 5) The Head of Student Counselling Section;
  - 6) The Head of Student Development Section.
6. The Vice Rectors governing the operations of the relevant units shall recommend the heads of the respective units and the subunits to the Rector for appointment and removal.
7. Academic support units may confer titles of associate or assistant heads of academic support unit to the heads of their sub-units when necessary, subject to the approval of the Rector. The title does not carry additional remuneration.
8. The heads of the academic support units shall be members of the University Affairs Coordination Committee.
9. The academic support units shall have the following powers and duties:
- 1) The Academic Affairs Office:
    - (1) To set and prepare procedures for students' admission, registrations and examinations following the directives of the Senate;
    - (2) To organize and update the database relating to teaching and student learning;
    - (3) To produce the general information prospectus, academic calendar and student handbook of UM;
    - (4) To produce and issue diplomas, certificates, academic certification and declaration documents;
    - (5) To plan and assist in organization of



academic activities and congregation, in collaboration of various units and departments.

2) The University Library:

- (1) To provide reference books, academic journals and electronic information networks and electronic database needed for the teaching, learning and research of UM;
- (2) To collect, preserve, organize and develop UM's academic resources;
- (3) To provide appropriate space, environment and professional guidance to members of UM to carry out teaching, learning and research;
- (4) To ensure that the facilities in the Library are proper for academic activities of UM;
- (5) To participate actively in inter-library collaboration and sharing of resources;
- (6) To coordinate and give advice on matters related to the registration and distribution of UM publications.

3) The Research and Development Administration Office:

- (1) To set, review and execute policies devoted to basic and applied research; to foster and devise UM's research activity by encouraging the pursuance of research effectiveness and always aiming to reach higher international standards;
- (2) To provide information, advices and effective administrative supports to the research development projects as well as related activities of UM in order to be in line with UM's vision and mission;
- (3) To set up and maintain the mechanisms for project selection, funding and monitoring; and to provide measures and gateway to research funding intelligence and opportunities, both internally and externally;
- (4) To promote and publicize the University's achievements and excellence in research;
- (5) To devise the research fund, negotiate with institutions, authorize

research/consultancy contracts and manage patent and trademark applications.

4) The Centre for Teaching and Learning Enhancement:

- (1) To review and enhance teaching and learning policy, practice and assessment at UM;
- (2) To develop and provide professional development programmes to improve teaching and learning effectiveness;
- (3) To initiate and/or support projects and educational programmes that support the pursuit of teaching and learning excellence;
- (4) To provide consultation, research and related professional services for faculty members and students on aspects of teaching and learning.

5) The Global Affairs Office:

- (1) To assist UM in devising the strategic development direction of global affairs so as to enhance its competitiveness within the region;
- (2) To foster the development, promotion and maintenance of the networks between UM and the academic institutes in other regions, and to conduct exchange visits;
- (3) To initiate or coordinate various activities so as to enhance the global status of UM and uplift the academic and cultural atmosphere within the campus;
- (4) To coordinate with different units and their resources in order to implement global exchange programmes and other cultural activities effectively.

6) The Alumni and Development Office:

- (1) Foster a sense of belonging of alumni and alumni associations towards their Alma Mater and promote their continuous relationship with the same;
- (2) Develop schemes to nurture and encourage alumni's support and contribution to their Alma Mater and assist in the development and

- expansion of alumni associations;
- (3) Deploy strategic directions and goals on community partnership, donor connections, annual giving programmes and other fund-raising initiatives;
  - (4) Coordinate and implement communication and solicitation strategies to develop sustainable donation programmes.

7) The Office of Health, Safety and Environmental Affairs:

- (1) To help establish and implement health, safety and environmental protection policies and guidelines for ensuring full compliance with local law;
- (2) To monitor and ensure work processes and procedures being carried out in compliance with policies and guidelines;
- (3) To report and give advice for nonconformities and to assist in implementation for improvement;
- (4) To organize training and promotional activities for enhancing health, safety and environmental protection awareness.

8) The Rector's Office:

- (1) To assist the Rector in handling and coordinating daily affairs of the University;
- (2) To assist the Rector in formulating, implementing and monitoring UM's annual and multi-year plans;
- (3) To assist the Rector in formulating, implementing and monitoring UM's work reports;
- (4) To ensure that the management information are timely, accurate and adequate for supporting management decision;
- (5) To perform other duties assigned by the Rector.

9) The Student Affairs Office:

- (1) To provide students general services, and

- issuing and certifying documents related to student affairs;
- (2) To provide students professional services including psychological counselling, information and advice on career planning and future studies, etc.;
  - (3) To organize activities for their holistic development;
  - (4) To foster the development of the UM student associations and university teams, communicate proactively with students and collect their opinions regarding student affairs;
  - (5) To organize and update databases relating to student affairs.

10) The Office of Sports Affairs:

- (1) To forge a strong culture of sports for realization of the value of sportsmanship;
- (2) To promote and raise standards of sport;
- (3) To give support to sports organizations, university sport teams and sport activities of UM;
- (4) To foster closer relationship between staff and students through participation of sports;
- (5) To manage all sports venues and facilities on the UM campus.

**Article 9**  
**Administrative Units**

1. In accordance with Item 1 of Article 43 of the Charter of UM, the administrative units and their subunits shall be:

- 1) The Office of Administration, with the Human Resources Section and the Procurement Section subordinate to it;
- 2) The Finance Office, with the Accounts Section, the Treasury Section and the Budget Section subordinate to it;
- 3) The Campus Management and Development Office, with the Security and Transport Section, the Facility Management and Maintenance Section, the Facility Development Section, the Energy Section and the Construction and Engineering Section subordinate to it;
- 4) The Information and Communication

Technology Office, with the Academic Computing and Technology Services Section, the Information Management Section and the Infrastructure and User Services Section subordinate to it;

5) The Communications Office, with the Public Relations Section subordinate to it.

2. The foresaid units shall be headed by professionals and shall be accountable to the Rector or the Vice Rectors governing the operations of the relevant units. The Vice Rectors may assume concurrent duties as heads of the administrative units if necessary.

3. The titles of the heads of the administrative units listed in Item 1 of this article shall be:

- 1) The Director of Office of Administration;
- 2) The Director of Finance Office;
- 3) The Director of Campus Management and Development Office;
- 4) The Director of Information and Communication Technology Office;
- 5) The Director of Communications Office.

4. The titles of the heads of the subunits of the administrative units listed in Item 1 of this article shall be:

- 1) The Head of Human Resources Section;
- 2) The Head of Procurement Section;
- 3) The Head of Accounts Section;
- 4) The Head of Treasury Section;
- 5) The Head of Budget Section;
- 6) The Head of Security and Transport Section;
- 7) The Head of Facility Management and Maintenance Section;
- 8) The Head of Facility Development Section;
- 9) The Head of Energy Section;
- 10) The Head of Construction and Engineering Section;
- 11) The Head of Academic Computing and Technology Services Section;
- 12) The Head of Information Management Section;
- 13) The Head of Infrastructure and User Services Section;

14) The Head of Public Relations Section.

5. The Vice Rectors governing the operations of the relevant units shall recommend the heads of the respective units and the subunits to the Rector for appointment and removal.
6. Administrative units may confer titles of associate or assistant heads of administrative unit to the heads of their sub-units when necessary, subject to the approval of the Rector. The title does not carry additional remuneration.
7. The heads of the administrative units shall be members of the University Affairs Coordination Committee.
8. The administrative units shall have the following powers and duties:
  - 1) The Office of Administration:
    - (1) To set principles, standards and procedures for general administrative measures;
    - (2) To promote quality management in administrative areas and to adopt a systematic approach to evaluate and improve the administration performance, in order to raise the service quality and environmental efficiency;
    - (3) To assist in the administrative process of staff recruitment, appointments, promotions and transfers in accordance with the Personnel Statute of UM, to coordinate the allocation of human resources to various units, and to provide staff training and development;
    - (4) To handle affairs related to staff benefits, and to assist in setting and executing disciplinary processes and mechanisms for complaints and appeals to resolve personnel conflicts;
    - (5) To give advice on revision of the Personnel Statute of UM;
    - (6) To set regulations for internal operations related to acquisition of goods and services, tender and consultation, and ensure that they are rigorously implemented.

2) The Finance Office

- (1) To assist in the preparation of UM's annual and multiple-year working plans and financial plans, as well as its own budget, supplementary budget and the alterations of the budget;
- (2) To execute the approved budget and ensure a healthy cash flow and proper financial management;
- (3) To prepare the final accounts and financial reports and submit them to the Finance Management Committee and the University Council for consideration;
- (4) To elaborate and update UM's financial accounts;
- (5) To prepare and update the records of UM's properties;
- (6) To set and update regulations for financial operations and ensure that they are rigorously implemented.

3) The Campus Management and Development Office:

- (1) To manage the transport, security and fire services;
- (2) To manage the maintenance, repair and cleaning services for the buildings and facilities on campus;
- (3) To provide logistic support on campus;
- (4) To manage and develop venues, outlets and staff housing facilities;
- (5) To manage energy resources related to systems of water supply, power supply, heating, ventilation, air conditioning and gas supply on campus;
- (6) To plan, coordinate and follow up campus construction plans;
- (7) To manage space planning of campus facilities.

4) The Information and Communication Technology Office:

- (1) To provide suitable information technology facilities and support for general teaching,

- learning and research;
- (2) To assist academic and research staff and students to use the information technology effectively in teaching, learning and research;
  - (3) To develop or acquire suitable information management systems for UM and assist the various units to use the systems effectively;
  - (4) To provide information technology service for streamlining administrative procedures.

5) The Communications Office:

- (1) To promote a positive image of UM, safeguard and enhance the reputation and position of UM;
- (2) To develop and maintain good relations with the community through communication and interaction with the public;
- (3) To maintain good media relations and release the latest information about UM in a timely manner;
- (4) To assist the university in devising media plans and to give advice on the related strategies to UM's top management;
- (5) To organize large-scale events to promote UM's development and enhance its academic status locally and internationally;
- (6) To provide professional protocol and hospitality services for the VIPs of UM;
- (7) To enhance internal communication, devise guidelines on protocol and media issues for internal units, and provide professional advice and training on public relations.