



CHARLES TELFAIR
I N S T I T U T E

“You see things, and you say, “Why?”
But I dream things that never were, and I say, “Why not?”

George Bernard Shaw



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CTI Chronicles

Two Major Issues

The Ministry of Education, Science, Research and Technology is in the midst of formulating the strategic plan for the development of tertiary education in this country for the next ten years and is soliciting the views of stakeholders. As this country's largest private tertiary education institution, we believe that there are two major issues confronting us on this island and the time has arrived to drive home these points. In this article we highlight and define the two issues. On page 3, we outline a series of recommendations designed to take matters forward.



Issue 1: The playing field between public and private institutions is not levelled

The playing field between public and private tertiary institutions in Mauritius is far from level. We consider that there is no equitable treatment with regard to two main aspects: funding and the regulatory environment.

The Funding Aspect

The facts are well-known. As matters stand at present, tertiary education is heavily subsidized for anyone attending both state-run universities, UOM and UTM. In addition, plans are afoot for Government to invest massively into new infrastructures designed to further strengthen its grip on tertiary education. And yet, the Minister of Tertiary Education, Science, Research and Technology is on record for having mentioned repeatedly that Government

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cannot go it alone: it claims to need the active support and involvement on the Private Sector.

CTI has always believed that levelling the playing field between the public and private institutions is fundamental in order to bring about parity in this country's tertiary education system. It is the very acid test that will determine if Government is truly sincere in its wish to transform Mauritius into a knowledge hub – a point which we have brought to the attention of Government repeatedly. Students are the main consumers of tertiary education. As such, it is only logical that they should be the ones determining where they wish to obtain this education. On Page 3 we suggest a way forward.

The Regulatory Framework Aspect

A country's tertiary education regulatory framework should be dynamic and in line with changing needs. Our current system is one focused on regulation and more regulation, clumsily anchored into a heavy bureaucratic morass.

We believe that much more progress would be achieved if a change in both mentality and approach were to take place. Instead of perceiving themselves as “academic cops” bent on detecting and punishing those who dare infringe its various regulations, our regulators should instead see themselves as facilitators and coaches, hell-bent on assisting our new and burgeoning institutions make steady progress in their development. Similarly, instead of shrouding every step they take into a

thick cloak of officialdom (it took CTI one and half years for a degree programme submitted by CTI to be accredited by TEC!), our regulators should instead focus their energies on developing a lean and mean administrative machine with as core principles speed, efficiency and professionalism.

A further complication is the fact that in our day-to-day operations, institutions like ours have to deal with two different regulatory bodies, MQA and TEC. Each institution has its own set of rules and regulations and processes matters at its own pace. The end result is endless duplication and a waste of resources. If the function of these two organisations is to regulate, why then do they not merge? We believe that it is high time that the matter be addressed.

Issue 2: More communication and consultation

A diversified tertiary education sector comprising public, private and overseas institutions is a relatively new phenomenon in Mauritius. In view of the important role this sector could play as one of the major pillars of our economy, it goes without saying that it needs to involve and consult as many players as it can in its various endeavours. Right now, the opposite is often noticed: we have half-baked policies and poorly-thought through strategies that are unilaterally imposed upon us. In addition, once formulated, these policies and the principles they contain are cast in stone.

CTI has, here as well, advocated

editorial

As Government prepares its strategic plan for the development of tertiary education in this country for the next ten years, we feel it important to add our contribution by highlighting once again what we consider to be the two major issues confronting us in tertiary education: the need to level the playing field between private and public institutions and that of streamlining the phenomenal red tape currently enmeshing our system. The reader is therefore drawn to Pages 1 and 3 of this issue.

In this issue too, we highlight the record intake we experienced for our second semester and report on the arrival of five third-year students all the way from Singapore.

The Editorial Team

strongly the setting up of a permanent standing tertiary education forum which would comprise the state, public, private and overseas institutions; students and employers. This will create opportunities for collective review and consultation which would lead to the implementation of national goals and objectives and strategies in this sector.

On page 3 of this newsletter, we suggest potential steps that would turn these two recommendations into reality.



editorial committee

Eric Charoux (*Editor*)
Raj Lutchmeah, Odylle Charoux,
Vikash Rowtho, Vanessa Harel
Rooben Narrainsawmy
(*Page Layout*)

Turning Recommendations into Reality

On page 1 of this Newsletter, we outlined briefly what we believe are the two major issues preventing CTI from playing a meaningful role in the transformation of Mauritius into a knowledge hub. In order not to appear as overtly critical, we suggest in this article the main steps which Government would need to take to resolve those issues.

Issue 1: Levelling the playing field

The issue of Funding must be harmonised so that all Mauritian students engaged in full-time education are treated equally. We believe that this can be addressed through the introduction of a voucher system for tuition fees and specific fiscal incentives.

We believe that all students doing full-time tertiary courses at any approved institutions should be given a voucher to pay partially or fully (depending on their needs and means-tested) for their tertiary education. This will not only be an equitable and fair system but will also give the students the choice of where they wish to pursue their studies in Mauritius.

We also believe that private tertiary education institutions should be able to apply for government grants on the same terms as the public institutions. Alternatively, they should be allowed:

- A tax holiday for a determined period as is the case for other economic sectors
- VAT and import duty exemptions on educational materials
- Preferred rate for internet connection
- Soft loans for infrastructure development

The Regulatory Framework aspect could be greatly enhanced if

- The current TEC “Criteria, Guidance and Procedures for Applicant Private Institutions Offering Postsecondary Education for the Grant of University Title” was amended so that institutions meeting the criteria given at Phase 2 of the above framework, be allowed to offer up to degree programmes, as opposed up to diploma at present.
- Institutions running degree level programmes be allowed to have in their name the words “University (Provisional)” As the marketing of their programmes, both locally and internationally, would thus be greatly enhanced
- The operations of MQA and TEC be harmonized to cut out time and bureaucracy, possibly through merging them and In the process also saving on taxpayers' money.

Issue 2: Effective communication and consultation

In order to provide a mechanism for providing on-going inputs from all stakeholders for the growth and development of tertiary education and research, it is proposed that a standing/liaison committee be set up comprising the state, private and overseas institutions, Mauritius Research Council, and students' and



employers' representatives. The terms of reference could include proposing:

- innovative solutions to the tertiary education and research challenges
- internationalization of tertiary education
- modes of promoting collaboration between institutions
- tertiary education and research policy options
- modalities for policy implementation

It is for this reason that we have over the years, actively championed the introduction of a **voucher system** for tuition fees. We have pointed out on many occasions that such a system will have *other* definite advantages than guaranteeing the freedom of choice:

- **Supply benefits.** An education voucher system will bring definite improvements in the quality of our local curricula. As academic institutions compete for students, they will have to ensure that their courses are highly relevant and innovative, as well as delivered professionally
- **Motivation.** As people generally want to shape their own destinies, such a system will undoubtedly stimulate students' interest, participation, enthusiasm and dedication in their final choice of study. As a result, their overall motivational level can only increase
- **Equity.** Lastly, the system can provide students with equal opportunity without discrimination - thus addressing the important issue of equality for all in the tertiary education sector.

A Handful of New Initiatives

During the past few months, CTI has launched a series of new ventures which illustrate clearly its innovative spirit. *Chronicles* went round the Institute and came across the following.

From the Leadership Centre

CTI's Leadership Centre is running three programmes this year – a record in its short history. The first is its foundation programme open to the general public, the *Certificate in Management Development*, previously known as the Leadership Challenge Programme. The second is *Reaching New Heights*, a customized certificate for the Winner's Group and the third is *Leading Through Innovation*, one customized for the Blanche, Birger Group.

From the Children Development Centre

The news so many have been waiting for is at long last out! CTI's own day-care centre is now open and welcomed its first occupants during July. "It took us a while to obtain all the relevant permits," explains Mrs. Nadine Fanchette, "but it is now a reality." The purpose of the centre is to serve as incubator for the academic and practical training of future Early Childhood Professionals and of course, offer a much-welcomed *garderie* service to CTI's own mothers and fathers: Enrolled students are currently completing their *Certificate III in Children's Services*, a course offered in partnership with the Challenger Institute of Technology of Western Australia.



From the School of Cosmetology

Its brand-new looks cannot fail to impress. CTI's L'Oreal-sponsored salon is in a class of its own and designed in such a way that teaching can blend happily with practical applications. Open to the public as well, it is a must for anyone interested in pursuing a career in Cosmetology or simply having his or her hair done expertly.



From the School of Interior Design

Launched under the umbrella of the Faculty of Humanities, this School is one of the very first in Mauritius to offer 720 hours of teaching/learning contact time in Interior Decoration. Known as the *Certificate IV in Interior Design*, this year-long programme emanates from Central Institute of Technology, our Australian partner. Successful completion of the certificate will allow entry into Curtin's *Bachelor of Arts in Graphic Design* or into the *Diploma in Interior Decoration*.

Our Staff Receive Commendations

Following the review of moderation of assessments for Semester Two 2010, 14 CTI academic staff were recognized by Curtin Business School for their teaching excellence and upholding of best practices, three of whom received Congratulations Letters.

In line with Curtin's Moderation Policy, moderation reviews for each study period are systematically undertaken by the university's Unit Coordinators. For the last review period, namely Semester Two, 2010, Unit Coordinators were highly complimentary of the work carried out by CTI academic staff delivering Curtin programmes at CTI.

"On the recommendation of Unit Co-ordinators," announced Professor R Lutchmeah at a recent staff meeting, "14 of our staff (part-time and full-time) were recognized for their outstanding work. They were Annette Olsen, Bruneau Woomed, Cathie Fleurot, Christel Ramloll, Jouan Karlo, Katriona Jeewooth, Meenakshi Jamaloodeen, Melina Seedoyal, Rowin Gurusami, Sandeep Bonamally, Sarita Ramanan, Shafiiq Gopee and Shubashni Ramrekha. In addition, Annette Olsen, Shubashni

Ramrekha and Katriona Jeewooth received written recognition letters each from the Dean of Curtin Business School for their excellent work in two or more units."

Chronicles met with the above-mentioned three members of academic staff. They were all delighted that their peers at Curtin have recognized their efforts and professionalism and thanked the Director of Academic Affairs, the Head of Faculty of Management and the Quality Circles at CTI for their support and contributions.

From left to right:
Katriona Jeewooth,
Annette Olsen
and Shubashni Ramrekha



Overseas Lecturers Teach on our MIB Programme

On a regular basis throughout the academic year, CTI has visiting lecturers from Curtin University who teach on its Master of International Business (MIB) programme.

Launched in February 2009, Curtin's MIB is proving to be very popular amongst the Mauritian working professionals. Two cohorts have already completed the programme and a further four cohorts are currently enrolled.

This trimester, our students benefited from the visit of two academic staff from Curtin Business School: Peter Batskos on *Strategic Business Planning* and Justin Hancock on *Business Ethics*. The block teachings comprise invariably of interactive lectures, tutorials and workshops.

Commenting on the teaching visits, Prof Raj Lutchmeah, Director of the MIB Programme, mentioned: "Given the emphasis of the programme on developing knowledge and capabilities of managers for the global economy in an ever-



Prof. Raj Lutchmeah welcoming one of the lecturers from Curtin University, Mr Peter Batskos

changing international business environment, these visiting academics, who are internationally-renowned both from academic and industry perspectives in their respective field, add considerable value to our MIB."

O-Day for the Youngest Students!

'Avoir le track' is what we feel when we integrate any strange environment for the first time and especially on our first day! Orientation Day is therefore organized to help the new students get acquainted with their new environment, discover the campus, meet new friends, learn about the dos and don'ts, and eventually feel at home right here at CTI.



This morning of 1 August, CTI welcomed its youngest students on. Averaging around 18 years old, they appeared greatly intimidated at breakfast right after registration, waiting for what was going to happen next. They had an animated presentation with Professor E. Charoux, our Executive Director, and relaxed even more when they met their lecturers and learned about the contents of their courses.

After the presentation session, some of students had classes right away while others went to the students services counter to get their access cards and register to library before going to their first lecture later on in the afternoon.



All the Way from Singapore

It began as a hesitant trickle. It is today a constant stream. More and more, foreign students are knocking at our doors, motivated by our links with our Australian partners and the possibility of securing internationally recognized qualifications.

From Reunion, Seychelles and Madagascar to the U.K., passing through African countries like Burundi, Kenya and Zimbabwe, these foreign students share one common aim: to obtain at a much lower cost, a qualification geared towards employability.

This semester, it was the turn of five Singaporean students who wanted to complete in Mauritius the B Com degree they had started with Curtin Singapore.

They are:

- Kar Mun **PANG**
- Gui Hao **LIM**
- Melissa Ru Shan **TAY**
- Boon Khai Jacob **NG**
- Eugene **CHIA**

Chronicles met with them and asked three identical questions.

1. Why Mauritius?

The first question we asked the students when we met them was why Mauritius? Why choose to come here?

Four main reasons emerged: the fact that we are a fast-developing country not unlike Singapore, that we have a rich spread of different cultures that can only enrich one's experience here, that international exposure will look good on one's CV and, out of sheer curiosity for visiting a foreign country. Jacob Ng's reply was perhaps the most eloquent: *"I would think that university studies*



Our five Singaporean third-year students

should not only encompass a well-rounded, quality education but must also include other aspects such as gaining exposure through cultural immersion and widening of horizons by interacting from people outside my home country. CTI, with its diverse population of students from different ethnical backgrounds, will definitely allow me to fulfill this dream and passion."

www.telfair.ac.mu

2. What are your expectations about your stay here?

As any person who has travelled would confirm, we have specific expectations when visiting a foreign land. If reality matches our expectations, all is well. But if the opposite takes place, chaos ensues – hence the need for the question.

The respondents answers focused on two main expectations: making friends and achieving good academic results.

Elyza Lym said it all when she replied: *"I definitely expect to make many Mauritian friends and pick up some Créole and French to communicate with them. I also expect to achieve better grades in CTI after hearing how committed the Institute is in bringing the best out of every student."*

3.What do you believe will be your single major difficulty here?

Although CTI welcomes international students on a regular basis, it always makes interesting research to find out which difficulties these students anticipate they will experience once here.

Answers focused on the (expected) three areas of adapting to a new environment, adjusting to a new culture and learning a new language. Kar Mung Pang summarized it well when he mentioned: *"Adapting to a new environment - namely people, weather, culture and language."*

Une Obsession qui Épate et Transforme

Le service clientèle est le facteur le plus important de nos jours si on veut se faire une place face à la compétition. Avec toutes les avancées dans le milieu du travail, ce qui différencie vraiment une entreprise d'une autre s'avère être le service de relation clientèle. Mais ce n'est pas qu'un département, c'est une culture, une vision qui se doit d'être commune à toute la compagnie. Il y a des principes qu'il faut maîtriser, des attitudes dont il faut se munir, des comportements à bannir, ainsi que des habitudes à défaire.

Les 24 et 25 Juin, nos délégués ont eu droit à la première session de cette année du cours « *Devenir Obsédé Par Son Client* ». Le cours fut séparé en 2 axes principaux : le 1er jour, nous avons vu tous ensembles les principes de base, les conseils essentiels à un service clientèle qui tient la route, tandis que le second jour fut entièrement dédié à ce qui amène un *dépassement* des attentes du client, à ce qui permet de construire la fidélité du client, bref à fabriquer une renommée assurée de l'organisation grâce à son

"There is only one boss. The customer. And he can fire everybody in the company from the chairman down, simply by spending his money somewhere else."

Sam Walton de Wal-Mart

service de relation clientèle. Avec plusieurs méthodes allant d'une présentation des principes, de groupes de travail sur des cas concrets ou encore de débats organisés sur les mythes rencontrés dans ce domaine, ces deux jours furent un échange des différentes stratégies employées sur le marché mauricien, un partage des expériences de chacun, et une remise en question individuelle de son apport à titre personnel à sa compagnie en matière de service clientèle.

Les participants furent d'accord

intéressant, pertinent et représentait bien l'actualité du monde des affaires. Vu l'impact crucial de ce domaine, ils ont insisté qu'ils feraient tout leur possible pour mettre en pratique les conseils et principes dès leur retour au travail.

« Ce cours est essentiel dans tous les domaines de la vie, quelque soit le business dans

lequel vous travaillez, » fait ressortir Claire Burckel, animatrice. « Savoir qui est votre client, lui donner entière satisfaction, l'épater régulièrement, et savoir comment faire pour qu'il revienne – c'est de ça de quoi il s'agit. Sans client, il n'y aurait plus de compagnie !



The Leadership Challenge Series

The last decade has been a watershed in the Mauritian workplace. Revolutions in technology and the marketplace have combined to produce seismic shifts in the way we work, we relate to one another and in our attitudes towards our employers and employees. Whether we like it or not, we have been propelled into the global village era as we struggle with a series of seemingly insurmountable problems such as a weak economic performance, a textile industry under siege, rising unemployment, a hesitant tourism industry, the slowing down of direct foreign investment, and so on. To face these challenges and overcome them, sound leadership and extensive leadership development have become two critical criteria.

The **Leadership Challenge Series** represents our response to these challenges. Exclusive to Mauritius, run on a modular basis and over a year, this Series is an innovative and unique set of programmes designed to assist your employees to perform as better managers and develop into future leaders. It consists of:

- The Certificate in Management Development
- The Diploma in Management and Leadership
- The Communication Challenge Programme
- An intensive panoply of Executive Development programmes which can be customized to suit the needs of our clients

Blanche Birger Developes its Managers

Blanche, Birger is culturally committed to training and business innovation,” announced Jacques Harel, MD of Blanche, Birger as he launched *Leading Through Innovation*, a year-long management development programme offered at CTI for the firm's middle and senior managers.

On a regular basis, our shareholders or clients request us to run customized leadership development programmes for them, generally an adapted version of our original and now famous, *2005 Leadership Challenge Programme*.

In 2006 and 2007, for example, we ran for the Celltel organization in Africa, in partnership with the Wits Business School of Johannesburg, a management development programme which attracted eight cohorts of managers coming from French-speaking Africa. In 2009, we ran for the Mauritius Commercial Bank a similar programme, known as *Lead to Inspire*, which attracted over 40 delegates from the bank's senior management ranks. In 2010 we ran for the Winner's organization, *Reaching New Heights*, a programme with on board 15 Supermarket Managers and 17 Assistant Supermarket Managers.

For 2011, Blanche, Birger is seeing 13 of its senior staff undergoing the 12 modules and if all goes well, receive at the end our *Certificate in Management Development*. “We are strong believers in taking the lead as a corporation,” affirms Jacques Harel, “and we hope that this programme will help us optimize our processes,

invest in the development of our marketing and sales talent, generate industry vertical knowledge, innovate our services, rationalize our unprofitable businesses and customers, and ensure that our company's growth is anchored by a sustainable differentiation strategy.”

When questioned in this regard, the Programme Director, Professor Eric Charoux said: “Our shareholders and clients are becoming increasingly conscious of the need to develop the managerial and leadership skills of their employees if they are to meet the challenges of tomorrow. Blanche, Birger joins the ranks of our more enlightened companies on this island and we salute its vision and commitment.”

Blanche, Birger delegates with, in the centre, Jacques Harel, CEO, and Eric Charoux, Programme Director.



Developing Managers

Throughout the course of a year, CTI runs an impressive array of workshops and seminars designed to improve the knowledge and skills of managers. Either open to the general public or customized for a specific organisation, these interventions' popularity underscores the increasing importance that Mauritian organisations have come to attach to their employees' training and development.

Here's an overview of CTI's programmes since the beginning of this year:

- > Business Law for Managers
- > Discovering and Mastering Yourself
- > Effective Customer Service
- > Project Management
- > Motivating Yourself and Others
- > Mastering the Basics of Economics
- > Managing Change Successfully
- > Essential Accounting and Finance
- > Interpersonal Communication
- > Communicating More Effectively
- > Managing Your Most Valued Assets

A Superb Infrastructure

A week does not go by without someone phoning or writing in asking us for permission to visit our campus. “Curtin Australia mentioned your campus when I was last in Perth,” the Australian voice indicated only last month, “and I'd like to come and see it for myself.”

CTI's campus is indeed *dernier cri*, a place which has managed to blend the latest in technology with some *avant gout* architectural design. Its spacious auditorium, lecture theatres, breakaway study areas, sophisticated internet facilities and library links with Curtin campus have all been extensively documented in previous issues of *Chronicles*. More recently, we have innovated some more by making the following available to our students, staff and visitors:

- **Kiosks.**

Two kiosks have been built for those students wanting to play any card games, dominoes, etc

- **Crèche.**

A sophisticated crèche catering for our student and staff kids has been opened on the lower ground floor

- **Security system.**

Not fewer than 38 CCTV cameras have been installed all over the campus, both inside and outside our building. All information recorded is automatically stored for 28 days

- **Electronic turnstiles.**

Any person entering our premises can only do so by swiping his or her ID card through recently installed turnstiles

- **Playground.**

Our basketball and volleyball courts are at long last ready. The grass on the football field has just been planted and with the recent rains, should be ready in the very near future.



Our two new kiosks



Playground for toddlers



Sophisticated security system



And So we Partied



It took us almost a year. A year we spent moving from our old premises in Quatre Bornes to our current ones in Telfair, Moka. A year spent researching, planning, scheming, organising, innovating, until finally, at long last, our brand new, state-of-the-art campus got ready. “Enough work - now we party, and party some more,” said the one staff member known for her dynamism. And party we did. On Wednesday 28 September. As these photos demonstrate.



We also Have Fun

We do not only work at CTI – we also have fun from time to time! Tuesday 5 July was the day we all gathered for a memorable staff party at Falaise Rouge, a venue known for its natural beauty near the village of Ferney.

From this vantage point, the view over the bay of Vieux Grand Port was simply magnificent. One was reminded that exactly 201 years ago, French General Decaen must have watched with some jubilation as his forces decimated those of the British – the only time during the Napoleonic wars that the French managed to defeat the British.



Recalling CTI's achievements during the past 18 months, our Executive Director reminded all present of the excellent financial performance of the Institute and the various milestones we came across as we moved campus (December 2010), conducted our first intake (February 2011), and inaugurated our new premises (March 2011). "None of these would have been possible without your active commitment and participation," he told those present, "and I wish to thank you from the bottom of my heart."

He announced on the same occasion, that following representations made by the Head of the Management faculty, Mrs Christel Ramlohl has been promoted to Senior Lecturer with immediate effect.

The remainder of the day was spent in various team-building and relaxing activities, fuelled by an excellent *paella*.



The delicious Paella prepared by Mr Conzales



Fabuluuous moments during the day



The Organising Commitee

Letter's Corner



The Editor
CTI Chronicles
Telfair
Moka

Dear Sir

Will someone explain to me why we the smokers, are not allowed to smoke at CTI? We are not children after all!

VS Babbea

— ■ ■ ■ —

Because it is ILLEGAL! The law states clearly that nowhere in the campus is anyone allowed to smoke. If you get caught, the fine is Rs5 000.

New Faces



Vanessa Harel
Marketing
Manager



Roshan Bissesur
Finance
Registrar



Ketsia Moothoo
Bookshop
Assistant



Roshni Babooram
Library
Assistant



Sana Janmahamod
Assistant
Carer



Rajen Boodhoowa
Maintenance
Officer



Vinesh Saiboo
Asst. Network
Administrator