



CAMPUS ESTABLISHMENT POLICY

2018

UNIVERSITY VISION AND MISSION

Vision

The University of Excellence in Discovery and Dissemination of Knowledge

Mission

To discover, harness, apply, disseminate and preserve knowledge for good of humanity

QUALITY STATEMENT

Maseno University is committed to quality through teaching, research and development, providing timely services to foster and develop academic excellence in basic and applied research at all levels of study by training practice oriented manpower, who can contribute effectively to social, intellectual and academic development.

The University is internally engaged with its employees, to continually improve its services, products, processes, methods, and work environment to ensure each customer is receiving the highest quality service or product at the committed cost and on time. It is committed to quality through teaching, research and development; providing on time services to foster and develop academic excellence in basic and applied research at all levels of study by training practice oriented manpower, who can contribute effectively to social, intellectual and academic development in the community, nation and community of nations. The University is committed to communicating exhaustively with its customers, and internally with its employees, to continually improve its services, products, processes, methods, and work environment to ensure each customer is receiving highest quality service or product at committed cost and on time.

In order to realize this commitment, the University Management will monitor and review its quality performance from time to time through implementation of an effective quality management system based on ISO 9001:2008 standard.

CORE VALUES OF THE UNIVERSITY

- **Relevance**
The University is committed to ensuring relevance in its programs and activities
- **Excellence**
Excellence shall be targeted in outputs of the university
- **Equity**
The University shall ensure that there is equity in all the opportunities within its jurisdiction
- **Quality**
All outputs and processes of the University shall ensure that quality is maintained
- **Integrity**
The University shall ensure integrity in all their undertaking

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FOREWORD

Maseno University is committed to quality through teaching, research and development; providing on time services to foster and develop academic excellence in basic and applied research at all levels of study by training practice oriented manpower, who can contribute effectively to social, intellectual and academic development in the community, the nation and the community of nations.

The formation of a Campus Company is one of the mechanisms that can be employed for the commercial exploitation of the intellectual property created through scholarship at Maseno University (MSU).

MSU will encourage and support the location and operation of Campus Companies, either on or close to the University campus, if it is satisfied that there is a strong potential for synergy between the company's activities and the teaching and/or research mission of the University.

The University is committed to communicating exhaustively with its customers, and internally with its employees, to continually improve its services, products, processes, methods and the work environment to ensure each customer is receiving the highest quality service in compliance with statutory and other regulatory requirements at the committed cost and on time.

A handwritten signature in blue ink, appearing to read 'Julius Omondi Nyabundi', with a stylized flourish above the name.

Prof. Julius Omondi Nyabundi, Ph.D, OGW
VICE-CHANCELLOR

APPROVAL AND COMMENCEMENT

This policy shall be known as Maseno University Campus Establishment Policy herein after also referred to as Policy No MSU/ACA/PO/006 and shall take effect on approval by Council.

In exercise of the powers conferred by section 23(1) and section 35(1)(a)(iii) of the Universities Act, Section 19(2)(q) of the Charter for Maseno University 2013 and Schedule I (1.2) (q) of the Maseno University Statutes, Maseno University Council certifies that this policy has been made in accordance with all relevant legislations.



Dated theday of2018

Signed Abdullah Naji Said Date 13th April 2018

Prof. Abdullah Naji Said
CHAIRMAN, MASENO UNIVERSITY COUNCIL

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1.0. PREAMBLE

A Campus Establishment Policy provides guidance concerning the rationale and procedures for establishing campuses with academic affiliations to Maseno University. Such campuses may be formed when the University intends to establish new campuses or move an existing campus from its present site to a more spacious or permanent site especially when there is compelling evidence to suggest that the region to be served by the proposed campus has substantial demand for envisaged Maseno University programs. A campus will then be established when the institution rents or acquires a facility from which it intends to offer several courses and programs. In addition, it must also fulfil all the statutory regulations including the Maseno University Statutes, Charter, Universities Act 2012 and Commission for University Standards and Guidelines for the establishment of a campus.

2.0. LIST OF ABBREVIATIONS

ASA: Academic and Student Affairs

CUE: Commission for University Education

3.0. DEFINITION OF TERMS

Campus: Shall mean the smallest unit of a University with adequate resources to support students' population which shall mirror those of the main University.

eCampus: Shall mean a campus offering Open or Distance Learning and established in facilities owned or leased by Maseno University.

A Select Committee: Is a committee that is formed to examine and report on a specific issue.

Stakeholders: Are persons or groups who will likely be affected by the establishment of the Campus and have an interest in its operations, such as the employees, customers and local community

A Community: Is a social, religious, occupational, or other group sharing common characteristics or interests and perceived or perceiving itself as distinct in some respect from the larger society within which it exists

4.0. OBJECTIVES

- (i) To implement an effective quality management system based on ISO 9001:2008 by establishing procedures to enhance access to quality university education and support undertaking of research and development.
- (ii) To strengthen linkages for community services, extension and outreach by offering timely service through well thought out research and outreach programmes.
- (iii) To maintain efficient and effective communication between members of staff and university customers to improve performance of internal administrative and institutional support structures.
- (iv) To increase the income base to fund programmes and expand the physical infrastructure of the university to facilitate provision of the highest quality service or product at committed cost and on time.
- (v) To continuously monitor and review performance of university structures and systems to ensure continual improvement of our services to our customers.

5.0. POLICY STATEMENT

The policy outlines the procedures and guidelines of establishing a campus including the objectives, academic programmes and the general administrative and governance structure.

6.0. PURPOSE

A policy statement specifying the establishment of a campus can serve the following purposes:

- i. To meet statutory requirements
- ii. To provide guidance on establishment of new campuses and relocation of rented campuses to more permanent structure.
- iii. To ensure systematic expansion and development of campuses
- iv. To develop a working document that can be relied upon when developing a new or expanding an existing campus.

7.0. OBJECTIVE OF THE POLICY

The objective provides procedures required when the institution moves from one a physical to an electronically based mode of delivery, establishes an academic campus or when movement is necessitated by relocation from an existing 'temporary'/rented center to a more spacious and permanent site.

8.0. RATIONALE FOR CAMPUS ESTABLISHMENT POLICY

The main reason for a campus establishment policy is to bring into sharp focus the communication, planning, research, or other efforts of faculty and students required to establish a campus. Campuses are often proposed when an *ad hoc* or regular departmental structures no longer adequately serve the ends desired consequently there is need to have a policy that can guide the establishment.

Such controlled process can enhance professional development opportunities for faculty and staff, build links with industry and the community, provide identifiable campus entities for practitioners, foster interdisciplinary work, aid in obtaining external support, and complement instruction and faculty/student research.

A campus establishment policy can also convey the purpose of the campus to both on-campus and off-campus constituents.

9.0. PROCEDURES

An application under this Regulation shall follow the procedures presented below and also follow the guidelines for the establishment of University Campuses as stipulated in the CUE guidelines and standards.

9.1. Establishment of a New Campus

It is anticipated that most campuses shall be primarily associated with a University where subject matter expertise already exists to support the proposed campus. However, when considering proposals for establishment of a new campus, there are considerations that need be taken into account. Based on the requirements of Section 20(1) (d) of the Universities Act, Section 8 of the University Charter and Commission for University Education Standards and Guidelines, the following are some of the requirements that must be met:

A needs assessment shall be undertaken to determine and justify the establishment of a new campus. Some of the factors include the following:

- i. Projected Students enrolment and population for the next five years.
- ii. Documented need for the proposed campus e.g. through stakeholder requests, community unmet needs and added social responsibility values that can accrue through the establishment of the new campus.
- iii. Program structures and delivery modes and evaluation processes that will be adopted especially in regard to their limitations and impact on the main campus.
- iv. Impact assessment on the main campus and other competing institutions in the vicinity.

- v. Assessed impact of proposed programs on both the main campus and that of competitors.
- vi. Academic and financial resources: An itemized proposed budget for staffing needs, physical resources, budgetary relationships between the main campus and proposed new campuses.
- vii. Report generated by a select committee justifying the establishment of the campus.

A proposal for the establishment of the campus shall be submitted to the Chairman of senate for consideration.

9.2. Elements in a proposal for establishment of new campuses

The proposal shall address each of the following items, as well as any other information that would be helpful in evaluating the proposal:

i) Name/Activity

What is the name of the proposed campus and what will the proposed center do? The name of the campus shall not permit any person or institution connected to it to misuse the name of Maseno University.

ii) Need

Why the campus is needed versus existing on-campus organizational structure, and what evidence exists to demonstrate that there will be sufficient engagement with faculty, staff, students, and relevant members of the off-campus community.

iii) Expertise

Who are the individuals prepared to support the campus with necessary subject matter expertise? Signed letters from faculty, staff, and others who agree to participate in activities of the campus are beneficial in documenting overall support.

iv) Management Structure

How will the campus be managed and function?

v) Resources

- a) **Financial:** How will the campus be financed in short term or long term?
An itemized proposed budget for staffing needs, physical resources, budgetary relationships between proposed campus and main campus procedures to be used in sourcing for academic and administrative staffing.
- b) **Facilities and Related Support:** What facilities, equipment, and technology support will be needed and how have those items been obtained or how will they be obtained.

- c) **Faculty/Staff:** What faculty and staff support will be needed and how will these individuals be supported (e.g. volunteer, salaried employee, release time, etc). Staffing ratio and other facilities will be at a ratio similar for that of the main campus.
- d) **Collaboration:** How can faculty/staff/students from the same, or other, disciplines participate in the campus?
- e) **Faculty Retention, Tenure, and Promotion:** How will the Campus ensure that participating faculty receive appropriate acknowledgement in the retention, tenure, and promotion process, and what artifacts will be created to document this participation?
- f) **Management/Advisory Board:** Will the campus have an internal (e.g faculty or external) or internal (e.g business and industry advisory board? It is not necessary to have such an advisory board, but proposals that reference an advisory board must address the role of the advisory board, how members are selected, removed, and replaced.
- g) **Sustainability:** What formation is available to demonstrate that the campus is likely to be sustainable (both financially and with sufficient faculty/staff/student participation) over an extended period of time?
- h) **Enrolment and programs**
Academic programs proposed for the center, their approval status by their regulatory bodies, review history, documented need for the proposed campus e.g. request by the stakeholders, community unmet needs/added social responsibility values, Programme structure delivery modes and evaluation processes, projected five-year population growth for the region, student population and how it fits into projected population of the region to be served by the proposed campus.
- i) **Programme delivery modes**
The current and alternative modes of program delivery and their limitations especially in relation to the proposed campus.
The proposed modes of instructional delivery in the proposed campus
- j) **Impact Assessment on Main Campus and other institutions**
Description of other institutions in the vicinity of the proposed campus, programmes offered and assessed impact on both main campus and possible competitors.

After consideration and approval by the Senate, the proposal shall be discussed by University Council for approval and execution. If approved, the proposal shall be forwarded to the Commission for University Education for inspection and approval for registration.

9.3. An Application under this part shall be accompanied by:

- a) Documentary evidence of Senate and Council approval
- b) A campus establishment policy statement
- c) A campus profile with documentary evidence in a prescribed format, highlighting;

- i. The location, address, justification for the same
- ii. The physical, human, library resources available for the exclusive use of the campus.
- iii. The academic and administrative staff dedicated to the campus
- iv. The proposed quality assurance systems
- v. Confirmation of the level of student enrolment
- d) The programmes proposed to be offered at the campus and their mode of delivery.

The commission for University Education shall evaluate an application for the establishment of a campus and if satisfied that:

- a) Such establishment is justified
- b) The resources available are adequate to support the proposed programmes and enrolment and that they meet the standards of the commission, and
- c) Adequate measures have been put in place to assure quality.

The commission shall approve establishment of the campus and communicate the same to the institution. Where the commission is not satisfied or declines the application and communicates the decision to the institution in writing, the procedures stated above will be initiated again until all the requirements for the establishment of a campus are met.

9.4. Procedure for establishment of e-Campus and a permanent off-campus

All the conditions for the establishment of a new campus must be satisfied. In addition, the following additional conditions must be met:

- i. Existing center must have been operational for not less than 3 years.
- ii. Capital for expansion is available.
- iii. There is verifiable justification for the move.
- iv. Community/stakeholders support is guaranteed.
- v. Enrolment demands for the region justifies the move.

9.5. Justification for movement

- i. Provide regular academic program in a geographical region not currently served by existing main campus and other campuses
- ii. Compelling evidence for demand for university education
- iii. Limited/reasonable financial demands that would not negatively demand on main campus
- iv. Requirements of regulatory bodies and university charter or statutes have been satisfied.

9.5. Procedure

A proposal for the location shall be submitted by the Deputy Vice-Chancellor, ASA to the Vice-Chancellor requesting for the move.

The proposal should be based on CUE standards and guidelines, needs assessment report for relocation, capital outlay, and environmental demands in the proposed region.

The following additional requirements will also be specified:

a. Enrolment and programme

- i. Data on enrolment and growth for the existing center over the past 3 years
- ii. Projected population and enrolment growth for the next 10 years
- iii. Student services to be provided in the new site
- iv. Projected costs and sharing responsibilities

b. Academic and Financial Resources

- i. Staffing and programme budget requirements for the first five years.
- ii. Justification for the proposed staffing and programme requirements
- iii. Proposed budget

c. Physical Facilities & Operations

- i. Cost for site acquisition infrastructure, building constructions and renovations
- ii. Other alternative sites considered and found unsuitable
- iii. Justification for choosing the proposed site
- iv. Anticipated operating costs for the permanent facilities
- v. How additional funds will be generated

d. Regulatory requirements and approvals

All the Local and National statutory requirements and approvals must be obtained.

e. Stakeholders' involvement and support

An investment, share, or interest by stakeholders in the establishment of the campus must be guaranteed.

10.0. ROLES AND RESPONSIBILITIES

The following shall be responsible in establishing a new campus or a permanent off-campus:

- i. Chairman of Senate
- ii. Select Committee
- iii. Senate
- iv. Council
- v. Stakeholders
- vi. Community
- vii. Commission for University Education

viii. Local and National Regulatory Bodies

Roles

The Chairman of Senate shall;

- i. Appoint and receive report from the Select Committee
- ii. Table the report to council
- iii. Execute procedures

The **Select Committee** is chaired by the Deputy Vice-Chancellor, ASA and shall generate reports and submit to Senate for action.

Senate shall:

- i. Receive, discuss and consider the report
- ii. Forward recommendations to the University Council

Council shall:

- i. Receive, consider and approve establishment of a campus and submit the report to the Commission for University Education
- ii. Decline or approve the application and communicate the same to the institution.

Stakeholders shall:

- i. Give views and willingness to support establishment of the campus

Commission for University Education (CUE) Shall:

- i. Evaluate and approve application
- ii. Inspect the facility
- iii. Communicate their decision to the institution

11.0. GENERAL ADMINISTRATION

A campus shall be administered by a Director, reporting to the Vice-Chancellor through the Deputy Vice-Chancellor, Academic & Student Affairs.

The Director of the campus shall have the obligation to prepare and file annual reports in a timely manner, and to ensure, a program review is conducted, completed and reported in a timely manner.

The Director is responsible for the campus budget and for assuring fiscal solvency and compliance with all applicable budgetary and fiscal protocols as in effect from time to time.

Campuses may not directly offer academic courses, academic credit, or confer degrees, but may offer instructional support to academic units that do allow for credit and degrees.

Campuses may offer extended education courses and verification of completion for licensed professionals who require such continuing education, but this is not a form of academic credit.

Member of a campus will not have academic titles unless expressly granted by virtue of an academic appointment in a department in accordance with all University policies and procedures, and signed by the Deputy Vice-Chancellor, ASA.

Any conferences, grants and contracts, consulting agreements, continuing education training, or other activities of the campus must conform to University procedures and protocol. It is the duty of the Director to be familiar with this process and to obtain appropriate proposals.

12.0. ANNUAL REPORTS

The Director shall submit an annual report in every academic year that covers the immediately preceding fiscal year period (July 1- June 30) to the Deputy Vice-Chancellor, ASA as well as the Academic Dean(s) affiliated to that campus.

The annual report must contain:

- i. A complete reconciled budget for the most recently concluded fiscal year.
- ii. A summary of the year's activities, including any applicable information on scholarly publications and technical reports, details about research, theses, and senior projects completed under the auspices of the campus, honors/awards to faculty and students
- iii. Any other relevant information deemed necessary or desirable, the Vice-Chancellor and the Deputy Vice-Chancellor, ASA may grant an extension for the deadline of an annual report.

13.0. PROGRAMME REVIEW

The policy on programme development and review shall apply for any campuses programmes. The established campus shall be expected to be on growth trajectory assessed in terms of sound financial health, increased student enrolment, increased number of academic programmes, number of scholarly publications, amount of research fund generated, number of outreach activities conducted and physical expansion within the campus where applicable.

14.0. SUSPENSION, INACTIVE STATUS AND DISSOLUTION OF CAMPUSES

A suspension of a campus shall be implemented in a manner to prevent existing or pending grants and related activities from being adversely impacted.

In order to avoid suspension and address concerns related to the campus, the Vice-Chancellor may remove or suspend the Director and appoint an interim Director to address the items of concern which include:

- i. Failure to operate within approved scope
- ii. Failure to submit timely annual reports or programme review reports.

Inactive status occurs when a campus freezes its accounts and activities. Upon the determination that sufficient resources and faculty interest/support exist for a voluntary inactive campus, the Vice-Chancellor in consultation with the Council may reactivate the campus into active status. During the period of Inactive status, the campus shall not be required to submit annual reports, except for any annual reports that are due at the time of entering Inactive status, as well as the partial year annual report covering the time period for the last filed annual report up to the date of entering inactive status.

Dissolution may occur when the Director or Dean(s), faculty/staff associated with the centre or institute request for it. Upon dissolution, equipment and funds associated with the campus shall be handled in conformity with University policies. Once dissolved, the re-establishment of a campus must go through the formal proposals process.

15.0. RELATED LEGISLATION AND DOCUMENTS

The policy on Campus Establishment should be read alongside the under mentioned:

- i. University Standards and Guidelines (2014)
- ii. Charter for Maseno University (2013)
- iii. Maseno University Statutes (2013)
- iv. ICT Policy
- v. Kenya Vision 2030
- vi. Teaching and Learning Policy (2017)
- vii. University Regulations (2014)
- viii. Universities Act, 2012
- ix. Mentorship Policy
- x. Risk Management Policy
- xi. Constitution of Kenya 2010

16.0. DOCUMENT MANAGEMENT AND CONTROL

Policy Manager: Deputy Vice Chancellor, Partnerships, Research and Innovation			
Version	Approval Date	Authority	Review Date
1		Deans Committee	
2		Senate	
3		Council	