



COLLEGE AND CAMPUS ESTABLISHMENT POLICY

2018

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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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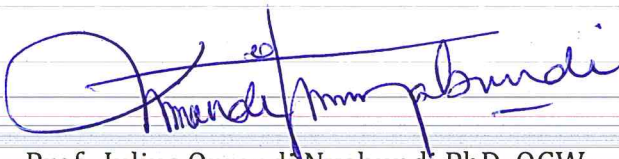
FOREWORD

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 College and Campus Company is one of the mechanisms that can be employed for the commercial exploitation of the intellectual property created through scholarship at MSU.

MSU will encourage and support the location and operation of Colleges and campus Companies, either on or close to the University colleges and 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.



Prof. Julius Omondi Nyabundi PhD, OGW
VICE-CHANCELLOR

APPROVAL AND COMMENCEMENT

This policy shall be known as Maseno University College and 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 the^{12th}.....day of October.....2018

Signed Abdullah Naji Said Date 12/10/2018

Prof. Abdullah Naji Said
CHAIRMAN, MASENO UNIVERSITY COUNCIL

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Private Bag 40105 Maseno, Kenya

Telephone: +254- 3516201/722203411

Email: vc@maseno.ac.ke

www.maseno.ac.ke

1.0 PREAMBLE

The policy provides guidance concerning the rationale and procedures for establishing Colleges and campuses with academic affiliations to Maseno University. Such colleges and campuses may be formed when the University intends to establish new colleges and campuses or move an existing colleges and 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 colleges and campus has substantial demand for envisaged Maseno University programs. A college and 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 fulfill all the statutory regulations including the Maseno University Statutes, Charter, University Act 2012 and Commission for University Standards and Guidelines for the establishment of a colleges and campus. The policy also provides guidelines for academic programmes to be offered, examination procedures and the general administrative and governance structures

The policy outlines the procedures and guidelines of establishing a College and campus of the university, including determination of the objectives, rationale, academic programmes, examinations, and the general administrative and governance structures.

2.0 LIST OF ABBREVIATIONS

ASA	Academic and Student Affairs
CAB	College Academic Board
CMB	College Management Board
CUE	Commission for University Education
ICT	Information Communication Technology
MSU	Maseno University College

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

Constituent College shall mean any institution declared to be or established as a constituent college of the University under section 7 of the charter

Charter shall mean the Maseno University Charter, 2013 whose effective date shall be deemed to be the date of assent by the President of the Republic of Kenya as provided therein

Colleges within the University According to the MSU Charter 2013 Clause 8 and MSU Statute VIII 8.2 “ (1)The Council may, on the advice of Senate, establish colleges within the University whose functions and powers shall be provided for in the Statutes. (2) A College established within the University shall consist of such faculties, schools, institutes, department, centres and any other resource and administrative units as may be provided for by the Statutes”.

Ecampus shall mean a colleges and 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 Colleges and 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 colleges and campus including the objectives, academic programmes and the general administrative and governance structure

6.0 PURPOSE

A policy statement specifying the establishment of a colleges and campus can serve the following purposes;

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

7.0 SCOPE OF THE POLICY

The scope of the colleges and campus establishment policy will include procedures required when the institution moves from one a physical to an electronically based mode of delivery, establishes an academic colleges and 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 COLLEGE AND CAMPUS ESTABLISHMENT POLICY

The main reason for a colleges and campus establishment policy is to bring into sharp focus the communication, planning, research, or other efforts of faculty and students required to establish a colleges and campus. Colleges and campuses are often proposed when an *ad hoc* or regular departmental structure no longer adequately serves 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 colleges and campus entities for practitioners, foster interdisciplinary work, aid in obtaining external support, and complement instruction and faculty/student research.

A college and campus establishment policy can also convey the purpose of the campus to both on-colleges and campus and off-colleges and 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 Colleges and campuses as stipulated in the CUE guidelines and standards.

9.1 Establishment of a New College and Campus

It is anticipated that most colleges and campuses will be primarily associated with a University where subject matter expertise already exists to support the proposed colleges and campus. However, when considering proposals for establishment of a new colleges and campus, there are considerations that need be taken into account. Based on the requirements of Section 20(1) (d) of the University 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:

Needs assessment must be undertaken to determine and justify the establishment of a new colleges and 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 colleges and campus e.g. through stakeholder requests, community unmet needs and added social responsibility values that can accrue through the establishment of the new colleges and 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 colleges and campus.
- iv. Impact assessment on the main colleges and campus and other competing institutions in the vicinity.
- v. Assessed impact of proposed programs on both the main colleges and campus and that of competitors.
- vi. Academic and financial resources: An itemized proposed budget for staffing needs, physical resources, budgetary relationships between the main colleges and campus and proposed new colleges and campuses.
- vii. Report generated by a select committee justifying the establishment of the colleges and campus.

A proposal for the establishment of the colleges and campus shall be submitted to the chair of senate for consideration. Each proposal must address the items listed below:

9.2 Elements in a proposal for establishment of new colleges and Campuses

The proposal must 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 colleges and campus and what will the proposed center do?

ii) Need

Why the colleges and campus is needed versus existing on-colleges and 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-colleges and campus community.

iii) Expertise

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

iv) Management Structure

How will the colleges and campus be managed and function?

v) Resources

a) **Financial:** How will the colleges and campus be financed in short term or long term?

An itemized proposed budget for staffing needs, physical resources, budgetary relationships between proposed colleges and campus and main colleges and 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 ration similar for that of the main colleges and campus.

d) **Collaboration:** How can faculty/staff/students from the same, or other, disciplines participate in the colleges and campus?

e) **Faculty Retention, Tenure, and Promotion:** How will the Colleges and 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 colleges and 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 information is available to demonstrate that the colleges and 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 colleges and 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 colleges and campus.
- i) **Programme delivery modes**
The current and alternative modes of program delivery and their limitations especially in relation to the proposed colleges and campus.
The proposed modes of instructional delivery in the proposed colleges and campus
- j) **Impact Assessment on main and other institutions**
Description of other institutions in the vicinity of the proposed colleges and campus, programmes offered and assessed impact on both main colleges and 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;

- i. Documentary evidence of Senate or Council approval
- ii. A colleges and campus establishment policy statement
- iii. A colleges and campus profile with documentary evidence in a prescribed format, highlighting;
 - a. The location, address, justification for the same
 - b. The physical, human, library resources available for the exclusive use of the colleges and campus
 - c. The academic and administrative staff dedicated to the colleges and campus
 - d. The proposed quality assurance systems
 - e. Confirmation of the level of student enrolment
- iv The programmes proposed to be offered at the colleges and campus and their mode of delivery

The commission shall evaluate an application for the establishment of a colleges and campus and where satisfied that:

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

The commission shall approve establishment of the colleges and 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 colleges and campus have been met.

9.4 Procedure for establishment of e-Colleges and campus and a permanent off-colleges and campus

All the conditions for the establishment of a new colleges and 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 colleges and campus and other colleges and campuses
- ii. Compelling evidence for demand for university education
- iii. Limited/reasonable financial demands that would not negatively demand on main colleges and campus
- iv. Requirements of regulatory bodies and university charter or statutes have been satisfied.

9.6 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 colleges and campus must be guaranteed.

10.0 ROLES AND RESPONSIBILITIES

The following are responsible in establishing a new college and campus or a permanent off-colleges and campus:

- i. Chair of Senate
- ii. Select Committee
- iii. Senate
- iv. Council
- v. Stakeholders
- vi. Community
- vii. Commission of University Education
- viii. Local and National Regulatory Bodies

Roles

The **Chair 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 colleges and campus and submit the report to the Commission of Higher 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 colleges and campus

Commission of Higher Education (CUE) Shall;

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

11.0 GENERAL ADMINISTRATION

A college and campus shall be administered by a Director/Principal reporting Deputy Vice-Chancellor, Academic & Student Affairs.

The Director/Principal of the campus and colleges 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 colleges and campus budget and for assuring fiscal solvency and compliance with all applicable budgetary and fiscal protocols as in effect from time to time.

Colleges and 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.

Colleges and 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 colleges and 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 colleges and 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.

11.1 ADMINISTRATION OF (COLLEGE CAMPUS / CAMPUS)

11.1 Academic Programmes

The University programmes are Senate approved and they provide our students with the relevant industrial competencies, skills, knowledge and integrated understanding required by different fields and related environment as well as those seeking competitive advantage in the work place and the world of consultancy. The strength of MSU's graduates lies in their ability to be job creators, innovators and leaders in diverse disciplines for sustainable community development and societal needs.

11.2 Modes of Study

The programmes are delivered through different flexible learner-friendly modes that are approved by the Senate.

11.3 Programme Management

The University shall ensure that a manageable number of programmes are offered at the campus based on available facilities and demand. The College Campus / Campus Programmes are run by the Deans of respective Schools.

The following procedures will be followed by the Office of the Principal in consultation with the respective Deans of Schools and Chairpersons of Departments:

- i. Identify suitable lecturers from among the full time staff and/or part time lecturers to teach the courses at the College Campus/Campus.

- ii. Allocate/prepare learning/teaching venues and prepare the teaching time table in consultation with the University Time Tabling Coordinator.
- iii. Coordinate and monitor teaching and learning at the College Campus / Campus.
- iv. Market programmes offered at the College Campus / Campus and recruit students for these.

11.4 Examinations

- i. Examinations are centrally processed at the Main campus
- ii. The College Campus / Campus shall have an Examination Officer who shall be in charge of and coordinate all examination matters for the campus
- iii. The Examinations Officer shall issue examinations to the individual course lecturers for administration to the eligible candidates according to the scheduled examination timetable.
- iv. The College Campus / Campus shall have a strong room for safe storage of examinations.

11.5 Quality Assurance

- i. At the end of every semester each course is evaluated by students, for enhancement of quality teaching and learning.
- ii. Internal and External Audits are done using the University Quality Management System to audit for teaching and learning.
- iii. All the programmes offered are approved by the University Senate and accredited by the Commission for University Education (CUE).
- iv. All part-time lecturers are identified and vetted by Chairpersons of Departments and Deans of Schools in consultation with the Principal for appointment.
- v. All examinations are internally and externally moderated and examined.
- vi. The overall responsibility of ensuring quality checks rests with the University Senate
- vii. The University shall appoint a (College Campus / Campus) Quality Assurance Officer who works in liaison with the University- wide Quality Assurance and Enhancement Officer.

11.6 Human Resources

- i. **Academic Staff**
The College Campus / Campus shall draw the teaching staff from full time members of staff from the main Campus and suitable part timers competitively recruited. It shall however have fulltime members of staff housed at the campus as programme leaders
- ii. **Administrative staff**
Administrative staff for the College Campus / Campus shall be appointed and deployed from the main campus according to the Criteria for Appointment and Promotions set by the university.

11.7 Finance resources

The main source of income for the campus is Tuition fees paid directly to the University main accounts after which the Centre is allocated funds for administrative management. Finances are managed as per the MSU Financial Management Policy. The Principal/Campus Director shall prepare annual Centre budget and present it to the University Budgeting and Planning Committee for approval and subsequent implementation.

12.0 ANNUAL REPORTS

The Director/Principal 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/ Vice-Chancellor as well as the Academic Dean(s) affiliated to that colleges and 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 colleges and campus, honours/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

A college and campus shall undergo review every four years in accordance with the guidelines and schedule established specifically for colleges and campuses program review and available academic affairs

14.0 SUSPENSION, INACTIVE STATUS AND DISSOLUTION OF COLLEGES AND CAMPUSES

A suspension of a colleges and 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 Colleges and campus, the Vice-Chancellor may remove or suspend the Director and appoint an interim Director to address the items of concern which includes:

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

Inactive status occurs when a colleges and campus freezes its accounts and activities. Upon the determination that sufficient resources and faculty interest/support exist for a voluntary inactive colleges and campus, the Vice-Chancellor in consultation with the Council may reactivate the colleges and campus into active status. During the period of Inactive status, the colleges and 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 colleges and campus shall be handled in conformity with University policies. Once dissolved, the re-establishment of a colleges and campus must go through the formal proposals process.

15.0 RELATED LEGISLATION AND DOCUMENTS

The policy on Faculty and Student Exchange should be read alongside the under mentioned:

- i. University Standards and Guidelines (2014)
- ii. Charter 2013
- iii. Statutes 2013

- iv. ICT Policy 2017
- v. Kenya Vision 2030
- vi. Teaching and Learning Policy (2017)
- vii. University Regulations 2014
- viii. Universities Act No. 42 of 2012, Revised Edition 2016 [2015]
- ix. Mentorship Policy
- x. Risk Management Policy 2017
- xi. Constitution of Kenya 2010