

STRATEGIES FOR IMPLEMENTING ESTABLISHMENT OF THE SOUTH EASTERN UNIVERSITY COLLEGE

1. INTRODUCTION

- 1.1 The college was established through the South Eastern University College Order, 2008 (Legal Notice No. 102; Kenya Gazette Supplement No. 54) as successor to Ukamba Agricultural Institute (UKAI). The order was signed by the President on 15th July 2008.
- 1.2 Funds for Recurrent expenditures have been provided for in the GOK annual estimates, and the capitation funds started flowing on monthly basis in July 2008.
- 1.3 The courses and training programmes being offered by UKAI at present will not be discontinued or interrupted.

2. WAY FORWARD

- 2.1 The Board of Governors will continue to manage the affairs of the college pending appointment of the University College Council. Proposals for constitution of the council have been submitted to the MOHEST.
- 2.2 A new independent bank account has been opened in the name of South Eastern University College to facilitate receipt and management of the recurrent funds. A framework for managing these funds is being developed by the BOG.
- 2.3 Ongoing development projects in the College will be upgraded to reflect the changed status of the institution. Development funds will be sourced from the MOHEST.
- 2.4 The BOG has established five (5) ad hoc implementation/steering committees to develop the following College Instruments: -
 - i. Physical Master Plan
 - ii. Academic Master Plan
 - iii. Financial Master Plan
 - iv. Strategic Plan and
 - v. College statutes

These committees will incorporate University of Nairobi lecturers and other stakeholders. The BOG has developed draft Terms of Reference (TORs) for each of the above committees.

- 2.5 Finally, the Board of Governors is liaising with the University of Nairobi to identify core staff for spearheading pre-establishment activities of the College. These core staff will include:
- i. College Registrar,
 - ii. Finance Officer,
 - iii. College Librarian,
 - iv. Clerk of Works/Planning Officer,
 - v. Medical Officer, etc
- 2.6 The BOG has requested some experienced university administrators (Ms Mbebe and Mr Mbalu and Mr J Mulwa) to assist in establishing a college secretariat and service the above committees. These experienced administrators will assist temporarily, and ensure that following policy and institutional instruments are developed soonest:
- a. The College Statutes
 - b. An academic master plan (Strategic academic programmes)
 - c. A Framework for core academic programmes(Faculties, Institutes or Schools)
 - d. A physical master plan (for the Kitui, Emali and Nairobi sites)
 - e. A Mission/vision statements of the college, harmonious with the original UKAI mission/vision
 - f. A Phased implementation Schedule (facilities, infrastructure, staff recruitment, admissions).
 - g. A Programme of upgrading the existing facilities and putting up new ones
 - h. A Plan for admission of university students by March 2009
 - i. A schedule of diversified Sources of additional resources, extra field stations and demonstration centres.
 - j. A formula for Appointing Directors/Deans of the initial academic Schools.

3. PHASING OF PHYSICAL/CAPITAL DEVELOPMENT

Activities leading to the construction of the following facilities should be started immediately in order to source/secure Development funds for the University college from the Ministry:

- i. Administration block (Administrative Offices, computer lab, academic offices)
- ii. Tuition block consisting of two (2) lecture rooms of 100 capacity, One (1) lecture room of 250 Capacity, four (4) seminar rooms of 40 students each..
- iii. College Library with a sitting capacity of 500
- iv. Two Student hostels with bed capacity of 250 each
- v. Staff guest house (with 15 self-contained rooms, a Lounge, dining facility and a suitable kitchen facilities).

A budget for using the funds earmarked for development work will be prepared by the Physical planning Committee and submitted to the Ministry by November 15th, 2008.

4. THE ACADEMIC MASTER PLAN

4.1 Overview

The academic, research and extension programmes to be established in the university college are expected to maximize productivity of Arid and Semi Arid Lands (ASALs) in Kenya. The proposed academic programmes should be unique, and should avoid unnecessary duplication with those offered in the other public universities in Kenya. The programmes should also be strategic for development towards vision 2030.

The programmes should therefore include dryland agriculture, irrigation, hydrology, water, energy, mining, environmental, wildlife management, community development, practical arts and peace/security studies. The detailed curriculum content and delivery methods will be developed by the Academic MasterPlan Committee (AMC) consisting of founding Deans/Directors of the proposed schools and other co-opted academics. Development of the academic structure of the college will be spearheaded by the following committee:

4.2 Academic Programmes Master Planning

1.	Mrs. Jane Mutinda	BOG/UKAI
2.	Dr N J Muthama	UoN
3.	Prof C B K Nzioka	UoN
4.	Mrs. Lucia Kiilu	BOG/UKAI
5.	Mr. D. Mutiso	CoE

4.2 Academic Master Plan Tors

- Develop the broad category of academic programmes to be mounted.
- Propose areas in which the institution can develop centers of excellence
- Determine number of student and their growth over the next twenty years.
- Incorporate dryland, arid land, energy and mining studies in the curriculum
- Propose post graduate programmes and their implementation
- Propose a schedule of strategic needs and tuition materials
- Propose academic programmes to be migrated from UoN such as Land Resource Management and Agricultural Technology.
- Determine research focus
- Library resources;.....etc

Some of the academic units and programmes to be considered for establishment are listed below:

School of Environmental Sciences

- o Hydrology and Water Engineering

- o Environmental and Land Resources Management

School of Agriculture and Livestock Science

- o Agriculture (Irrigation, Horticulture, livestock)
- o Food Production, Security and Economics
- o Wildlife management

School of Earth Sciences

- o Soil Resources and Sciences
- o Mineral Resources and Mining
- o Energy studies

School of Liberal Arts

- o Practical Arts, Music, Dance, Sculpture
- o History and Geography
- o Development, cultural and Business Studies
- o Philosophy and Religious Studies
- o Languages (English, Kiswahili, Chinese, Spanish)

School of Pure and Applied Sciences

- o Biological Sciences
- o Physical Sciences
- o Mathematics
- o ICT and Space sciences

5. THE PHYSICAL MASTER PLAN

5.1 Overview

A public University should inspire economic development and related activities in the region where it is located. Land for establishment of ancillary and essential facilities next to the South Eastern University College should be provided for in the development of the Physical Master Plan. It is recommended that the physical master plan should provide for at least 25% of UKAI land to be reserved for establishing:

- o Places of worship
- o Commerce/market centres and Hotels
- o Residential estates
- o Hospitals and health care facilities
- o Sports/games/recreation facilities
- o Schools/education and training centres
- o Science & Technology parks at both the Kwa Vonza and Emali sites
- o Transport and an airstrip
- o Demonstration farms and enterprise development centres

- o Other public/communal utilities which are expected to emerge in the vicinity of the university as it grows.

5.2 Physical Master Planning Committee

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|----|-------------------|----------|
| 1. | Mr. David Masika | BOG/UKAI |
| 2. | Prof. P M Ngau | UoN |
| 3. | Dr. Reuben Mutiso | UKAI/GC |
| 4. | Mr. Alan Simu | CoE |
| 5. | Mr Kiamba | UKAI/GC |

5.3 Proposed TORs for the Physical Master Plan Committee

- a. Assess the properties of UKAI and determine their suitability for establishing various facilities of the university
- b. Determine the immediate and long-term needs for infrastructure
- c. Draw up plans for phased development of tuition and administration facilities
- d. Identify additional land for extension, demonstrations, research and other campuses (e.g. Kibwezi, Mutomo, Kyuso, Machakos and Mwingi).
- e. Propose immediate appropriate development of the Nairobi property
- f. Identify where to put up additional facilities; upgrade and expand existing facilities...etc

6. STRATEGIC PLAN

6.1 Overview

6.2 Strategic Planning Committee

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|----|---------------------|----------|
| 1. | Mrs. Nelly Mwanzia | BOG/UKAI |
| 2. | Prof. T. Waema | UoN |
| 3. | Prof Cyrus Mutiso | CoE |
| 4. | Steve Ndambuki Muli | UKAI/GC |
| 5. | Mr J Masya | CoE |

6.3 Proposed Tors For The Strategic Planning Committee

- a. Develop objectives, goals, mission and vision of the institution
- b. Incorporate the appropriate original objectives of UKAI into the new institution's character
- c. Develop a strategic plan with clear achievable targets for the next twenty years.
- d. Rationalize the migration of UKAI to university status
- e. Propose the character of SEUCO and project on quality of its graduates
- f. Incorporate the wishes and expectations of the community into the strategic plan

7. COLLEGE STATUTES AND REGULATIONS

7.1 Overview

7.2 College Statutes and Regulations

1. Prof K M Mavuti CoE/UoN
2. Prof N K R Musimba CoE/UoN
3. Dr J K Mbwesa UoN
4. Dr. J Kaendi Munguti UoN
5. Ms. E K Mbebe CoPT (Former College Registrar, UoN)

7.3 Proposed TORs of The Statutes Committee

- a. Examine to develop appropriate and innovative core statutes for managing the academic programmes of the institution
- b. Identify the various schools and faculties and determine their capability
- c. Develop statutes for schools, faculties campuses etc
- d. Develop students Rules and regulations
- e. Suggest suitable governance structures, etc
- f. Internationalization and Linkages

8. FINANCES AND RESOURCES MASTER PLAN

8.1 Overview

8.2 Finances and Resources Mobilization Committee_

1. Mr. Mutiso Lelli BOG/UKAI
2. Prof J M Kyambi UoN
3. Mr. Titus Mbathi CoE
4. Mrs Emily Gatuguta CoE
5. Prof Peter Kimuyu UoN
6. Mr. I Henry Kiema CoPT(Finance Consultant)

8.3 Proposed TORs of the Resources Mobilization Committee

- a. Establish the volume and types of resources required
- b. Develop systems for sourcing for funds from various partners.
- c. Cost the immediate and long-term needs of the institution for both physical and academic development
- d. Develop systems for management of financial resources
- e. Develop systems for income generation by capitalizing on available land resources
- f. Establish a suitable endowment, scholarships and research fund
- g. Identify development partners
- h. Develop a system for sourcing funds from the MPS (CDF?) for development.

9. PROJECT STEERING COMMITTEE

9.1 Overview

9.2 Members of the Steering Committee

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|----|------------------------|---------------|
| 1. | Prof R M Munavu | BOG/UKAI |
| 2. | Prof K Ndeti | CoE |
| 3. | Ambass. B Kisilu | CoE |
| 4. | Mr S Kyungu | |
| 5. | Mr B. Kawai | BOG/Secretary |
| 6. | Mr Nick Nzioki | UoN |
| 7. | Chairmen of Committees | CoPTD |

9.3 Proposed TORs of the Steering Committee

- a. Coordinate activities of the other expert/technical committees
- b. Spearhead implementation of transitional arrangements and activities;
- c. Ensure proper and timely appointment of the university council and recruitment of core staff;
- d. Ensure smooth handover process from UKAI to the new institution
- e. Identify founding academics to be recruited

10. STAKEHOLDERS MEETING

The Council of Elders plans to hold a stakeholders meeting on the 7th of November 2008 at UKAI Campus, Kwa Vonza, Kitui. One of the key agenda of the Stakeholders meeting is to agree on a smooth process for transferring the agreed UKAI facilities to the new college, and on how to manage the transitional period.

11. TENTATIVE TIME FRAMES

- i. Strategic plan: Develop the plan through consultation with stakeholders to generate ownership. Submit a strategic plan by February 2009
- ii. Physical master plan: Submit drafts by January 2009
- iii. Academic master plan: Submit Proposals by January 2008
- iv. Financial master plan: Submit Proposals by March 2008
- v. Statutes Committee: Submit by February 2008.

NOTES:

- . The BOG members will convene the committees
- . Committees should elect a chairman from among themselves
- . Committees may coopt as necessary with approval of Steering committee .
- . Committees may form Sub-Committees for specific purposes.
- . Committees may commission professional work/inputs from specialists with approval of SC

.The given TORs are Guidelines. Each committee should develop appropriate TORs
.Each committee should develop its budget for BOG's consideration and approval