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CHUKA UNIVERSITY

Standard Operating Procedure


For

Institutional Management (CU/SOP/VCIM/1)

Document Review Sheet


The signatures below certify that this Standard Operating Procedure has been reviewed and accepted, and demonstrates that the signatories are aware of all the requirements contained herein and are committed to ensuring their provision.

	Name & Signature	Position	Date
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2.0 GENERAL

2.1 Purpose

The purpose of this procedure is to ensure that all University core processes and activities are managed effectively to ensure compliance with this International Standard, the Chuka University's and the Government's statutory policies, procedures and regulations.

The Vice-Chancellor (VC) is the Chief Executive Officer (CEO) and therefore the overall overseer of all the University operations. Two Deputy Vice-Chancellor: Deputy Vice-Chancellor, Administration, Finance and Planning (DVC [AFP]), and Deputy Vice-Chancellor, Academic Affairs (DVC [AA]) and various departmental and section heads assist the CEO in the many operations of the University. All other departments work under the VC's direction through delegated authority. However, the Audit, Purchasing, Public Relations and Security departments report directly to the VC's Office.

2.2 Scope


This procedure applies to and defines all the processes and activities performed directly by the Vice-Chancellor/CEO.

2.3 References

- Chuka University Charter, 2013
- Collective Bargaining Agreements (UASU, UNTESU, KUDHEIHA Workers)
- CU Quality Manual
- CU Strategic Plan (2012-2017)
- CU Customer Service Charter
- CU Statutes, 2008
- Egerton University Act, 1987
- Exchequer and Audit Act, 2003
- Public Audit Act, 2003
- International Auditing Standards
- International Financial Reporting Standards
- ISO 9001:2008 Standard Clauses 5.1, 5.4, 5.6, 6.1, 6.2, 7.1, 8.0
- Other Statutory and management guidelines as issued from time to time
- Public Officer Ethics Act, 2003
- Public Procurement and Disposal Act, 2005
- Public Procurement and Disposal Regulations, 2006
- State Corporation Act Cap. 446

2.4 Definition

CEO Refers to the head of the institution, in this case the Principal

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2.5 Abbreviations

CBA	Collective Bargaining Agreements
CEO	Chief Executive Officer
CU	Chuka University
DVC (AFP)	Deputy Vice-Chancellor (Administration, Finance and Planning)
DVC (AA)	Deputy Vice-Chancellor (Academic Affairs)
HIV/AIDS	Human Immunodeficiency Virus /Acquired Immune Deficiency Syndrome
R (AA)	Registrar (Academic Affairs)
R (AP)	Registrar (Administration and Planning)
VC	Vice-Chancellor

2.6. Responsibility

The VC/CEO has the primary responsibility of ensuring that these processes are implemented and remain adequate for their intended purpose. The VC/CEO also has the responsibility for providing the information from which the documentation for their processes can be compiled and for initiating action to keep them up to date.

3.0. ADMINISTRATIVE STRUCTURE

The VC is the CEO of the University. The current administrative structure for the VC's Office is as follows:

4.0 PROCESSES


4.1 Overview

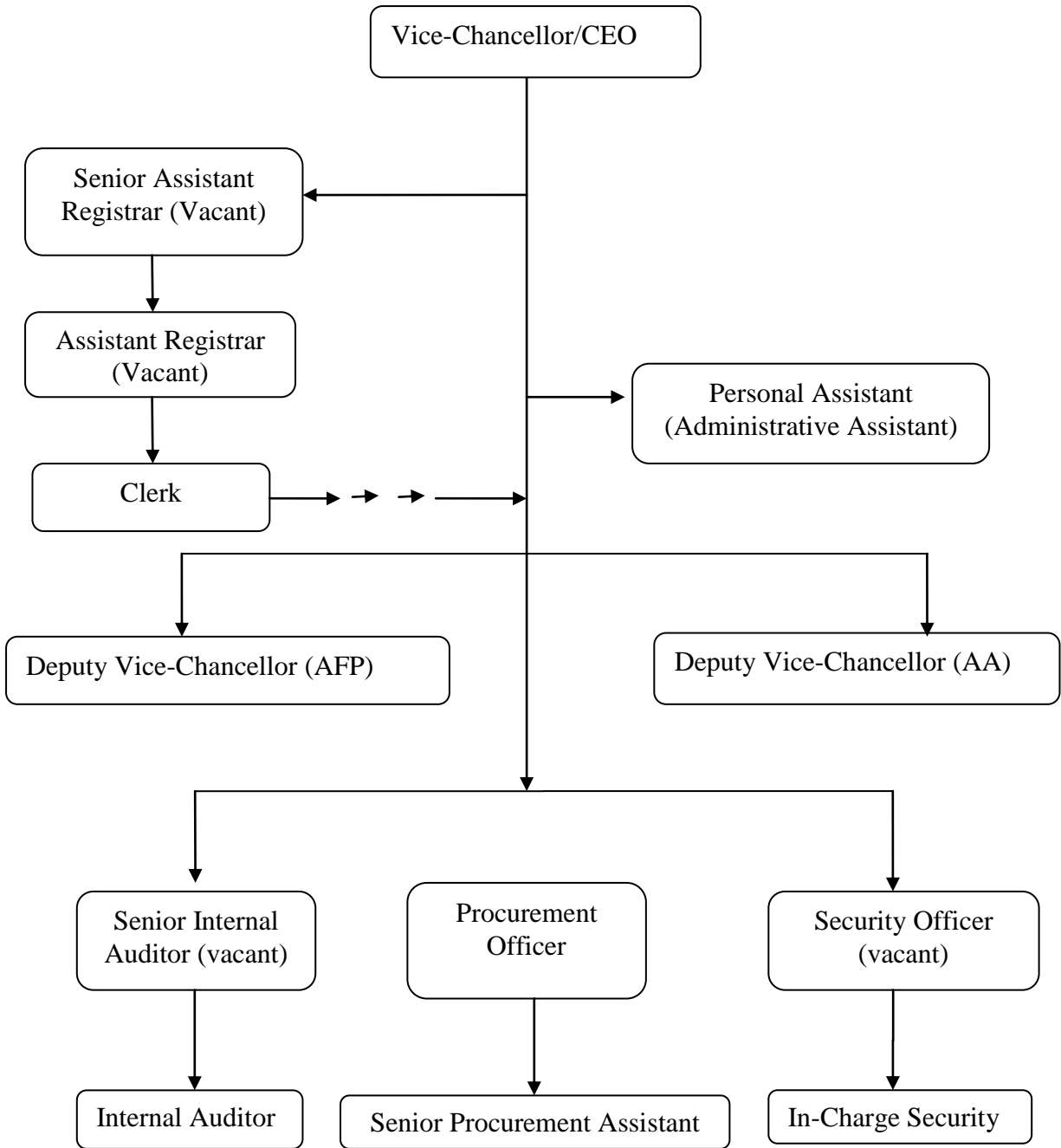
The VC is the academic and administrative Head of the University. In this regard, the VC is:


- (i) The Chief Executive Officer of the University.
- (ii) The academic and administrative head of the University.
- (iii) The overall officer responsible of the direction, organization, administration and programmes of the University.
- (iv) *Ex officio* of the Council and its committees unless otherwise explicitly stated.
- (v) Responsible for policy matters, planning, and coordination, public relations, and fund raising and general development of the University.

The core activities of the office include:

- (i) Management of the VC's diary and University committee and boards meetings
- (ii) Management of publicity, official visitors, memos (generated, communicated, recorded)
- (iii) Coordination of approvals (cheques, requests, contracts, etc)
- (iv) Preparation of CU Master Plans
- (v) Preparation of CU Strategic Plan
- (vi) Preparation and negotiation of Performance Contract

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The other activities led by the VC are as given below:

(i) The VC oversees implementation of CU policies such as:

- (a) Gender Policy
- (b) Disability Policy
- (c) HIV/AIDS Policy
- (d) Automation Policy
- (e) Public Complaints Policy
- (f) Alcohol and Drug Abuse Policy
- (g) Research Policy
- (h) Human Resource Training and Development Policy
- (i) Anticorruption policy

(ii) The VC chairs appointment of employees in grades 12 and 13


- (a) The ranks include senior lecturers, lecturers and equivalent administrative positions.
- (b) He shall be an ex-officio member in the appointment committees of all other grades.
- (c) The VC participates in induction of all new staff by briefing them about the institution.
- (d) The VC also appoints Deans, Directors and Department Heads, on behalf of the Council.

(iii) The VC awards stipulated in the Charter

- a) The VC awards scholarships as stipulated in the Chuka University Charter and the Statutes to outstanding graduates.


4.2. Process for Management of the VC's Diary, Committee and Board Meetings

- (i) The VC prepares an annual schedule of Council meetings in the Month of July.
- (ii) The Vice-chancellor coordinates preparation of Council documents and invites Council Members to meetings by issuing them with notices.
- (iii) The Vice-chancellor attends and is the Secretary of Council and Council committees.
- (iv) The VC coordinates preparation of Council minutes and keeps them in safe custody.
 - (a) The VC chairs Management Board, Senate and Management Review meetings.
 - (b) The Vice-chancellor constitutes and chairs the Senate as per Statutes by appointing its members such as deans, directors and departmental heads.
 - (c) The VC delegates authority to University Officers as provided in the Statutes.
- (v) The Vice-chancellor oversees convening of meetings in the University
 - (a) Each committee has a chair/convenor, secretary and members.
 - (b) Each committee meets as and when provided for in the Statutes.
 - (c) For Council meetings, at least once every quarter.
 - (d) For Management Board, at least once fortnightly.
 - (e) For Senate Meetings, at least once per semester.
 - (f) For Management Review, at least twice per year.
 - (g) For Deans' committee at least twice per semester.
 - (h) For Departments, at least once every three months.
 - (i) For Catering and Accommodation Department at least twice weekly.
- (vi) The convenor receives agenda items from stakeholders

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- (vii) The convenor submits them to the secretary to the committee.
- (viii) The convenor and secretary identify a suitable date for the meeting and invites the committee members through writing.
- (ix) The chair issues a notice for meetings containing the agenda for the day
- (x) The notice of the meeting is:
 - a) At least one week for normal meetings
 - b) At least two days for special meetings
- (xi) The chairman or the acting chairman chair the meeting
- (xii) The meeting is held, minutes are taken and recorded.
- (xiii) Each meeting is conducted as per the agenda that is confirmed for the meeting.
 - (a) For departments a maximum of 4 substantive agenda for discussion and duration of a maximum of 2 hours are observed. Meetings are held at least twice a semester.
- (xiv) Members are given equal/fair chance to contribute to the meeting in an objective manner.
- (xv) The contributions of each member are respected The resolutions are communicated by respective chairs/secretaries
- (xvi) The secretary/secretariat ensures that documents are traceable, safe and secure
- (xvii) The minutes are confirmed in the next meeting. Such minutes are availed to members at least two days before the next meeting for reading and proposing corrections.
- (xviii) The minutes of meetings are serially numbered.
- (xix) A file is maintained by each secretariat for filling minutes of departmental meetings.
- (xx) The chairs, secretaries and secretariats are as shown below for the following committees.

Committee	Chair	Secretary/Secretariat
Council	Council Chairman	Principal/CEO/Registrar (AP)
Council Committees	Committee Chairs	Principal/CEO/Registrar (AP)
Academic Board	Principal	DP (AA)/Registrar (AA)
Management Board	Principal	DP (AFP)/Registrar (AP)
Interview Panel: Grades 14 & above	Council Chairman	Principal/CEO/Registrar (AP)
Interview Panel: Grades 12 & 13	Principal	Registrar (AA) or (AP)
Interview Panel: up to grade 11 (Administrative)	DVC (AFP)	Registrar (AP)
Staff Disciplinary: up to grade 11	DVC (AFP)	Registrar (AP)
Tender	DVC (AFP)	Procurement Officer
Staff Training	DVC (AFP)	Registrar (AP)
Staff Welfare		Registrar (AP)
Interview Panel: up to Grade 11 (Academic)	DVC (AA)	Registrar (AA)
Deans'	DVC (AA)	Registrar (AA)
Bookshop and Library	DVC (AA)	Registrar (AA)
Research, Publications and Extension	DVC (AA)	Registrar (AA)
Farms and Field Stations	DVC (AA)	Registrar (AA)
Student Welfare	DVC (AA)	Registrar (AA)
Students' Disciplinary	DVC (AA)	Registrar (AA)
Faculty Board	Deans	Administrative Assistant

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Directorates	Directors	Administrative Assistant
Graduate School	Director, BPSR	Registrar (AA)
Undergraduate School	Director, BUSF	Registrar (AA)
Departmental Board	HODs	Administrative Assistant
<i>Ad hoc</i>	Nominee	Nominee

4.3. Process for Management of Publicity, Official Visitors, and Memos

- (i) The Vice-chancellor oversees all public relations matters in the University.
- (ii) The Vice-chancellor attends to Head Office visitors as per the appointment schedule maintained by his Office Assistants.
- (iii) The Vice-chancellor receives and acts on reports of the Public Complaints Committee.
- (iv) The Vice-chancellor ensures that the University receives positive media coverage.
- (v) The Vice-chancellor causes to be prepared all media briefs/releases and advertisements.
- (vi) The Vice-chancellor ensures that the University participates in shows/exhibitions aimed at marketing the University's programmes/services.
- (vii) The Vice-chancellor causes billboards to be installed in public for publicity purposes.
- (viii) In the case of official visits, visit requests are received in the VC's Office.
- (ix) The Vice-chancellor approves the request which is communicated back to the applicant following procedure CU/SOP/RADP/4, who may then make the visit.
- (x) The Vice-chancellor receives notification of issues or circulars at his office.
- (xi) The Vice-chancellor responds/issues instructions/notices/memos/circulars to employees if the matter is within his control.
- (xii) Otherwise, the Vice-chancellor delegates to authorised University Officers to respond or issue instructions/notices/memos/circulars.
- (xiii) The Vice-chancellor or other designated officer keeps a copy of such memo/circular.

4.4. Process for Coordination of Approvals (Requests, Cheques, Contracts, etc.)

- (i) The Vice-chancellor receives an expenditure request and approves it.
- (ii) The approved request is forwarded to the Finance Department for preparation of the cheque following procedure (CU/SOP/FIND/24).
- (iii) The Vice-chancellor signs on all cheques since he is a mandatory signatory.
- (iv) The cheque is then issued to the user to expend.
- (v) In the case of contracts, a bid advert is floated to potential service providers.
- (vi) The bidders apply and are evaluated following pre-determined criteria.
- (vii) The evaluation committee submits the report of evaluation to the Tender Committee chaired by the DP (AFP) to deliberate and make a recommendation on the bidder to be awarded the contract.
- (viii) A contract document is then drawn between the winning bidder and the client (CU) following procedure CU/SOP/PROD/25.
- (ix) The Vice-chancellor signs all contractual agreements for CU.
- (x) The Vice-chancellor presents the award to the Full Council to ratify.

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4.5. Process for Preparation of CU Master Plans


- (i) Master Plans are developed whenever a resource such as land becomes available.
- (ii) A stakeholders' and users' meeting is convened to collect ideas for preparation of the Master Plan. The ideas are compiled by the Office of DVC (AF&P).
- (iii) The ideas are submitted to the VC for tabling in the Management Board for approval.
- (iv) The University Management Board discusses the ideas and approves them.
- (v) A tender advert is prepared in placed in the daily newspapers for bidders to apply for award of a contract to prepare the Master Plan.
- (vi) The bidders are evaluated for capacity and financial responsiveness by an evaluation committee appointed by the Principal.
- (vii) The winning bidder signs a contract with the Vice-chancellor to prepare the Master Plan.
- (viii) The draft Master Plan is submitted to the VC for tabling in the Management Board.
- (ix) The Management Board discusses the draft Master Plan and recommends tabling in the Building, Planning and Development Committee of the Council.
- (x) The Building, Planning and Development Committee of the Council discusses the draft Master Plan and recommends it for approval by the Full Council.
- (xi) The Full Council discusses the Master Plan and approves it.
- (xii) The approved Master Plan is given back to the Management for implementation.

4.6. Procedure for Preparation of the Strategic Plan

- (i) At the end the Plan period, the Vice-chancellor constitutes a core team to draft the Strategic Plan, assisted by an expert consultant.
- (ii) The core team retreats and holds awareness and brain storming sessions with the Management and consultant to agree of key content to include in the strategic plan.
- (iii) The core team settles to drafting the details of the plan and reviews it.
- (iv) The core team submits the draft to the Academic Board to critique and suggest improvements, which are incorporated by the core team.
- (v) The improved draft is submitted to the Human Resource Management Committee of Council to critique and suggest improvements, which are incorporated by the Management to produce a final draft.
- (vi) The Final draft is submitted to the Full Council to critique and suggest improvements, which are incorporated by the Council Secretary/Principal/CEO.
- (vii) The VC submits the plan to a printer and arranges launching at a public ceremony.

4.7. Process for Preparation and Negotiation of the Performance Contract

- (i) The Vice-chancellor receives revised guidelines, showing target areas for drafting of a Performance Contract from the Government in the Month of July.
- (ii) The Vice-chancellor tables the preparation guidelines to Management team, comprising six members to deliberate and agree on activities and threshold scores for inclusion in the Performance Contract.
- (iii) The Vice-chancellor receives the draft from the team and submits it to Management Board to discuss and approve.

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- (iv) The draft is forwarded to the Ministry of Higher Education, Science and Technology (MoHEST) for negotiations between the Council and MoHEST experts. The negotiated draft is agreed and signed by both parties in August.
- (v) The negotiated draft is vetted by more by the Council and MoHEST experts at Provincial level and signed.
- (vi) The vetted draft is submitted to the Permanent Secretary in-charge of Performance Contracting in the Office of the Prime Minister for final perusal and signing with Council Chairman and Council representative in September.
- (vii) The Vice-chancellor signs the Full Contract with the Chairman of the Council at the University, witnessed by a Council representative in October.
- (viii) The Vice-chancellor cascades the Full Contract to Deputy Principals to extract and draft their subcontracts for negotiation, vetting and signing in the month of November.
- (ix) The subcontracts are cascaded down the divisional chain of command for sensitization, negotiation, vetting and signing by all staff in the Month of December.
- (x) The contracts are implemented once signing is complete and quarterly progress reports are written and submitted to relevant supervisors.

5.0 RECORDS

- a) Council minutes
- b) Senate minutes
- c) Performance Contract Reports
- d) Management Board minutes
- e) Management review minutes


6.0 KEY PERFORMANCE INDICATORS/OBJECTIVES

a) KEY PERFORMANCE INDICATORS

Refer to Departmental Annual Work Plans

b) OBJECTIVES

- a) Attainment ISO 9001:2008 Certification.
- b) Appointment and retention of qualified staff reflecting gender parity and ethnic balance.
- c) Ensuring uninterrupted academic year.
- d) Timely graduation of students with quality degrees, diplomas and certificates.
- e) Preparation and submission of annual budgets and audit reports on time.
- f) Timely procurement of goods and services and infrastructure.
- g) Provision of a secure learning and working environment for students and staff.
- h) Adherence to University policies.

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APPENDIX I: PROCESS MAPS

i. Management of the VC's Diary, Committee and Other Meetings


RESPONSIBILITY	ACTION
VC	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p>
MANAGEMENT	Preparation of an annual schedule of meetings in the month of July
VC	Preparation of Council documents
VC	Invitation of Council Members to meetings by issuing notices.
MEMBERS	Attendance of meetings
SECRETARIAT	Preparation of minutes
VC	Storage of minutes
MANAGEMENT	Implementation of resolutions
	End

ii. Convening of University Meetings


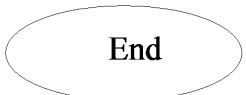
RESPONSIBILITY	ACTION
CONVENER/CHAIR SECRETARY	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p>
CHAIR	Receiving of agenda from stakeholders Scheduling of meetings Issuing a notice for meeting
SECRETARY/ SECRETARIAT	Distributing minutes of prior meetings in time
CHAIR	Chairing the meeting
SECRETARY/SECRETARIAT	Ensuring meeting goes on as per the agenda and timelines
CHAIR/SECRETARY	Recording the proceedings of meetings Safe keeping of minutes Communicating resolutions of the meeting
	End


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iii. Publicity and Official Visits

RESPONSIBILITY	ACTION
VISITOR	 ↓
	Makes a request
PERSONAL ASSISTANT	Scheduling visits and recording them in the Diary
VC	Attending to Head Office visitors as per the appointment schedule
VC	Approving all visits by parties/officials
VC	Receives and acts on reports of visitors
REGISTRAR (A&P)	Replies to visit requests
VISITOR(S)	Embarking on the visits
VC	Liaising with media houses to ensure positive media coverage
VC	Prepares or causes to be prepared media briefs/releases and advertisements
VC	Appointing Show/Exhibitions Committee
SHOW/EXHIBITIONS COMMITTEE	Participating in shows/exhibitions aimed at marketing the University 's programmes/services
SHOW/EXHIBITIONS COMMITTEE	Erecting bill boards/banners in public for permanent publicity purposes

iv. Coordination of approvals (cheques, requests, contracts, etc.)

RESPONSIBILITY	ACTION
User/Staff	 ↓
	Making of expenditure request
FINANCE OFFICER	Raising payment vouchers/cheques
VC DEPUTY VICE CHANCELLORS	Approval of request
SIGNATORIES: VC, DVC (AFP) SENIOR ACCOUNTANT	Signing of cheques
PROCUREMENT DEPARTMENT	Floating of Tender Advert
VC	Appointment of Tender Evaluation Committee
TENDER COMMITTEE	Discussion of Tender Evaluation Report Awarding of tender contracts
VC	Writing to suppliers/contractors award letters
VC	Signing all contractual agreements
	


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vi. Procedure for Development of CU Master Plan

RESPONSIBILITY	ACTION
VC	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p> <p>Availability of resource such as land</p>
DVC (AF&P) VC MANAGEMENT BOARD PROCUREMENT DEPARTMENT VC	<p>Holding of a stakeholders' and users' meeting to collect ideas for preparation of the Master Plan. Approval of ideas.</p> <p>Preparation of a tender advert to place in the daily newspapers for bidders to apply for award of a contract to prepare the Master Plan.</p>
EVALUATION COMMITTEE	Evaluation of bidders' capacity and financial responsiveness
WINNING BIDDER VC VC	<p>Signing of a contract to prepare the Master Plan.</p> <p>Submission of draft Master to Management Board for approval/recommendation</p>
BUILDING, PLANNING AND DEVELOPMENT COMMITTEE	Submission to the Building, Planning and Development Committee of the Council to discuss the draft Master Plan and recommend for approval by the Full Council.
FULL COUNCIL MANAGEMENT	<p>Approval of the final Master Plan</p> <p>Receive approved Master Plan for implementation.</p> <p style="text-align: center;">End</p>

vii. Coordinating Strategic Planning.

RESPONSIBILITY	ACTION
VC	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p> <p>Appointment of a core team to draft the Strategic Plan Identification of an expert consultant.</p>
CORE TEAM, MANAGEMENT & CONSULTANT CORE TEAM	<p>Retreating and holding of awareness and brainstorming sessions to find key content to include in the Strategic Plan Drafting and reviewing of the Plan. Submission to the Academic Board to suggest improvements</p>
TOP MANAGEMENT VC/SECRETARY/CEO	<p>Submission to the Human Resource Management Committee of Council to suggest improvements Submission to Council to suggest improvements to be incorporated.</p>
VC	<p>Submission to a printer to produce copies. Arranges launching at a public ceremony.</p> <p style="text-align: center;">End</p>

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viii. Procedure for Preparation and Negotiation of the Performance Contract

RESPONSIBILITY	ACTION
VC	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p>
VC	Receipt of revised guidelines from the Government in July
VC	Tabling of guidelines to Management to deliberate and agree on activities and threshold scores for the Performance Contract (PC).
VC	Receipt of the PC draft from drafting team and submission to Management Board to discuss and approve.
COUNCIL CHAIRMAN & MOHEST	Negotiation and signing of the PC in August.
COUNCIL & PCs EXPERTS	Vetting of the PC in August.
COUNCIL CHAIRMAN & REPRESENTATIVE	Submission to the Permanent Secretary, Performance Contracting for final perusal and signing in September.
VICE-CHANCELLOR & CHAIRMAN OF THE COUNCIL	Signing of the PC at the University, witnessed by a Council representative in October.
VC	Cascading to Deputy Principals to extract and draft subcontracts for negotiation, vetting and signing in the month of November.
DEPUTY VICE CHANCELLORS	Cascading down the divisional chain of command for sensitization, negotiation, vetting and signing by all staff in the month of December.
ALL UNIVERSITY STAFF	Implementation of Performance Contract, writing and submission of quarterly progress reports to relevant monitors and evaluators.
	End