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PREAMBLE

In exercise of the powers conferred under Section 35 of the Strathmore University Charter 2008, the University Council of Strathmore University hereby amends the Strathmore University Statutes, 2013.

These Statutes shall be cited as the Strathmore University Statutes, 2018 edition. The Statutes will be reviewed every Five years on or before 30th June of the Fifth year. The Management Board shall on or before the 30th of April of the Fifth Year submit the reviewed Statutes to the University Council for approval.

STATUTE 1: DEFINITIONS

In these Statutes, unless the context otherwise requires:

“Academic Council” means the Academic Council of Strathmore University;

“Academic Staff” means all employees on academic terms of service who are primarily engaged in teaching and/or research, or hold an appointment of academic status in the University;

“Academic year” means a period of study consisting of two semesters, not necessarily consecutive, or three consecutive trimesters, and any other additional period of study or research as may be prescribed in the regulations for a particular programme of study;

“Administrative Staff” means all employees of the University on administrative terms of service who are not involved in teaching or research;

“Alumni” means former students of Strathmore University, the former Kianda College and Strathmore College, who completed an approved programme of study and qualified for the award of a degree, diploma or certificate;

“Centre” means a research or professional unit, which, for administrative purposes, has been designated by the University as being constituted within a particular College, School or Institute;
“Chancellor” means the Chancellor of Strathmore University as prescribed by Section 10 of the Charter;

“Charter” means the Strathmore University Charter 2008 published in Legal Notice No. 86 and contained in the Kenya Gazette Supplement No. 47;

“College” means an academic sub-division of the University comprising one or more schools, established by the University Council subject to the provisions of the Charter and these Statutes, to provide education and engage in research and innovation or offer training and courses of instruction. “Congregation” means a meeting or assembly of the University convened for the purpose of conferring degrees and awarding diplomas and certificates of the University;

“Constituent Campus” means an extension campus (apart from the main campus) established by Strathmore University;

“Constituent College” means a semi-autonomous academic unit established by the University as provided for by the charter and these statutes;

“Commission” means the Commission for University Education under the Universities Act 2012;

“Committee” means a committee or committees established by Strathmore University to fulfil a specific mission or mandate under these Statutes;

“Dean” means a person appointed to head a College, School or Institute of the University or a functional unit that deals with academic or student matters across the entire University.

“Department” means an academic unit, which, for administrative purposes, has been designated by the University as being constituted within a particular College, Institute or School for purposes of teaching and/or research;

“Faculty” means the academic staff of the University and generally includes lecturers, senior lecturers, associate professors, (full) professors, and/or researchers. The term ‘faculty’ is also used to refer to one of the academic sub-divisions of the University comprising a department or group of related departments within the University;
“Graduate” means a person upon whom a degree or other award has been conferred by the University;

“Institute” means an academic unit whose function is to primarily do research in specific subject disciplines which may also provide specialized education and training and whose status is similar to that of a faculty;

“Kianda Foundation” means Kianda Foundation Educational Trust;

“Lecturer” means a member of the Academic Staff who is a full professor, associate professor, emeritus professor, senior lecturer, lecturer, or a person who holds a research post, which the University Council has recognised as equivalent to any of the listed posts;

“Lecture Hour” corresponds to a one-hour lecture, a two-hour tutorial or a three-hour practical session, a five-hour session of work-based learning or service-based learning;

“Main Campus” is the location in Madaraka Estate, Nairobi, where Strathmore University was founded or any other location as may be approved by the University Council.

“Management Board” means the management board of Strathmore University;

“Opus Dei” means the Prelature of the Holy Cross and Opus Dei;

“Operation Unit” means any unit in the University that is not an academic unit or research unit and which has been designated by the University for administrative and operation purposes;

“Principal” means a person appointed to head a College of the University;

“Pro-Chancellor” means the Regional vicar of Opus Dei of East Africa as prescribed by Section 10(2) of the Charter;

“Regulations” means Regulations of Strathmore University;
“Research Centre” means a formally structured centre within a school, established for advancing scholarly activity through collaborative research, training, dissemination, or innovation;

“Research Institute” means an academic unit in the University established to enhance the University’s research functions by facilitating interdisciplinary cooperation and collaborative multidisciplinary research between different Faculties/Schools and/or multi-university initiatives and to provide research-related services to the community. Institutes are typically expected to collaborate broadly across national, regional, and international forums;

“Research Staff” means any employee of the University who engages directly in, or carries out research;

“School” means an academic unit whose primary function is to provide professional education or graduate education and to do research in a particular subject or discipline of study, and whose status is similar to that of a faculty;

“Semester” means a period of study consisting of sixteen (16) weeks or its equivalent in contact hours. Ordinarily an academic year will have two semesters.

“Staff” means all persons employed by Strathmore University;

“Statutes” means the operational rules and regulations enacted by the University Council for the governance and administration of the University;

“Stakeholders” means persons who are determined, at the sole discretion of the University Management Board or Council, to have an interest in, or relationship to the University, including by virtue of a funding role or regulatory function, a business or commercial venture, a local, social or community initiative or a desire to promote mutual aims and objects;

“Strathmore” means Strathmore University;

“Strathmore Educational Trust, Registered Trustees” (SERT) is a non-profit body corporate with perpetual succession, established under the Trustee (Perpetual Succession) Act;
“Strathmore Institute” means Strathmore Institute of Management and Technology, which is a college established under the Charter and these Statutes to provide post-secondary education and professional training in the areas of business, management and technology that satisfy the requirements for qualifications at the certificate, diploma, or graduate diploma level;

“Strathmore University Alumni” means a registered Company established by Strathmore University to advance its activities in respect of Alumni relations;

“Strathmore University Foundation” means a registered Company established by Strathmore University to advance its Fundraising initiatives;

“Student” means a person registered by the University for the purpose of obtaining a qualification of the University and has active registration and has not been terminated; or any other person who is determined by the Academic Council to be a student;

“Student Council” means the “Strathmore University Students Council” established in accordance with the provisions of the Charter and these Statutes;

“Teaching Staff” means any employee employed by the University to engage directly in, or carry out, teaching and learning;

“Trustees” means the Board of Trustees of Strathmore Educational Trust, Registered Trustees;

“University” means Strathmore University, established according to section 3 of the Charter;

“University Council” means the governing body of Strathmore University established under section 13 of the Charter;

“University Year” means the period of 12 calendar months ending on the 31st day of December in each year or on such other day in each year as the University Council shall determine;

“Vice-Chancellor” means the Vice-Chancellor of Strathmore University.
STATUTE 2: THE PHILOSOPHY AND SPIRIT OF STRATHMORE UNIVERSITY

(1) The University acknowledges the person of St. Josemaría Escrivá, founder of Opus Dei, who inspired its establishment and whose teachings guide its spirit.

(2) The University is not a religion-based or officially ecclesial institution and it is open to all. In matters of faith and morals it is committed to following the teachings of the Magisterium of the Catholic Church.

(3) In recognition of section (1) and (2) above the Trustees have signed a Memorandum of Understanding with the Prelature of the Holy Cross and Opus Dei, which appears as Schedule II of these Statutes, by which the Chaplaincy of the University and all related activities have been entrusted to priests of the Prelature.

STATUTE 3: THE UNIVERSITY’S MISSION AND CORE VALUES

(1) The Mission of Strathmore University is to provide all-round quality education in an atmosphere of freedom and responsibility, advancing excellence in teaching, research and scholarship, fostering ethical and social development and service to the society, instilling a culture of lifelong learning, fostering high moral standards, and inspiring a culture of entrepreneurship.

(2) The University shall endeavour to advance education, knowledge, wisdom, understanding and entrepreneurship through its teaching, research, and innovation both within the University and in close association with business and the professions, for the benefit of individuals and society at large.

(3) The University's Core Values are:

(a) Excellence through the sanctification of work: we strive for work excellence and the highest-quality output, and the joy of always giving good service;

(b) Freedom and responsibility: we respect the freedom of the individual person, with the acknowledgement that with freedom comes responsibility for one’s actions;

(c) Ethical practice: we honour the beliefs, morals and values of the academic profession and help others to do the same;
(d) Personalized attention: we seek to provide an environment where students and other stakeholders can receive individual and customised service and support.

(e) Subsidiarity: we seek to provide solutions at the level most immediate level to a need;

(f) Collegiality: we respect one another’s commitment to a common purpose and work together to meet the needs of our clients. Collegiality does not in any way constitute a suspension of decision making or making a renunciation of personal responsibility on the part of those in charge but rather constitutes a more consultative and reflective decision making process;

(g) Life-long learning: we develop programmes and adapt teaching methods that equip learners with skills and tools for innovation and adaptability, and contribute to a person’s development of mind and body, intelligence, sensitivity, aesthetic appreciation and spirituality throughout their lives;

(h) Service to society: we serve society through research, education and institutional citizenship. Through research, we advance knowledge that is the foundation of improvements in human well-being. By educating students, we strengthen society’s capacity to grow and innovate. Through institutional citizenship, we develop programmes that make a direct contribution to the betterment of society and inspire our students to do the same; and any other programme as may be amended, restated, supplemented, or otherwise modified and approved by the University Council from time to time.

(4) The University educational mission is aligned to the University’s core values and the core principles are set out in the Curriculum Development and Review Policy which serve as the foundation for all round education that the University provides.

(5) All Members of the University shall be at the service of the University, especially its preeminent members that is Students and Academic Staff, to ensure the University attains its Mission, Vision and adheres to its Values.
STATUTE 4: POWERS OF THE UNIVERSITY

(1) Subject to the provisions of the Charter and Statutes, and in the furtherance of its objects, the University shall have all the powers of a body corporate including, but not limited to, the following:

(2) In relation to teaching, research and innovation:
   (a) To provide programmes of study or instruction;
   (b) To admit students to programmes of study on the basis of their qualifications and experience;
   (c) To set the level of fees in respect of programmes and to require payment of such fees;
   (d) To prescribe and administer examinations and other forms of assessment;
   (e) To confer degrees and other education awards of Strathmore University;
   (f) To confer Honorary Degrees or other distinctions on approved persons;
   (g) To carry out research and innovation activities;
   (h) To withdraw degrees and awards conferred by the University; and
   (i) To grant titles and distinctions including professorships, fellowships, memberships and associateships of Strathmore University and to revoke the same.

(4) In relation to Students:
   (a) To prescribe rules for the discipline of Students;
   (b) To provide procedures for the hearing of student grievances;
   (c) To institute and award fellowships, scholarships, bursaries and prizes; and
(d) To accept the examinations and periods of study passed by Students of the University at other Universities or places of learning as equivalent to such examinations and periods of study in the University as the University may determine and to withdraw such acceptance at any time.

(5) In relation to Staff:

(a) To employ Staff in such positions as may be required, and to prescribe their conditions (terms) of service;

(b) To institute Professorships, Lectureships and any other offices required by the University and to appoint to such offices.

(6) In relation to other Organisations:

(a) To affiliate other Organisations;

(b) To collaborate and partner with other Organisations;

(c) To award joint degrees and other education awards with other institutions;

(d) To incorporate into the University any other institution and take over its rights, property and liabilities, for any purpose not inconsistent with the Charter.

(7) In relation to the provision of services and goods, within the limits applicable to a not-for-profit organisation:

(a) To exploit for the University’s, benefit a facility or resource of the University, including study, research or knowledge, or the practical application of study, research or knowledge, belonging to the University, whether alone or with other parties;

(b) To sell books, and other learning resources, intellectual property and other goods and services consistent with the Charter;

(c) To print, reproduce and publish research and other works initiated by the University, or to provide for their printing, reproduction and publication;
(d) To provide facilities and resources for the wellbeing of the University’s Students and Staff.

(8) In relation to the transactions of University:

(a) To enter into contracts;

(b) To acquire, hold, own, maintain, manage, dispose of and deal with property;

(c) To invest;

(d) To give guarantees;

(e) To raise funds and, in connection with the raising of such funds, to give security, and for those purposes the University shall have the authority to enter into any financial instrument which is ancillary or incidental to the exercise of such powers; and

(f) To act as trustee or manager of any property or funds given or bequeathed to the University for purposes of education or research or other objects of the University, and to invest any such funds.

(9) In relation to the Council within the limits applicable to a not-for-profit organisation, to pay honorarium to a member or members of the Council in respect of their services on the University Council.

(10) To do anything else necessary or convenient, whether incidental to these powers or not, in order to further the objects of Strathmore University.

(11) The University Council, the Management Board, the Academic Council, Academic Boards of Colleges, Institutes, Schools and Departments, and the Strathmore University Alumni, Strathmore University Foundation have the power to respectively appoint Standing, Special, Ad hoc or Advisory Committees and Joint Committees as they may deem fit to deal with matters within their respective jurisdiction and powers. Any such Committees or Joint Committees may from time to time include students and persons who are not members of the bodies appointing the Committees if the circumstances so require and:
(a) The body appointing a committee may make rules of procedure for the committee, but subject thereto, every committee may determine its own procedure and time and place of meeting.

(b) The appointment of a committee is intended to foster fast, collegial and responsible decisions and should not jeopardize management efficiency nor lessen the responsibility of the body or persons appointing such committees.

(c) Unless otherwise provided for by the Charter or the Statutes, the quorum for meetings of all committees of the University Council, the Management Board, the Academic Council, Academic Boards and Departmental Academic Boards shall be the nearest whole number above half the total membership of any of these committees.

(d) All members of standing committees, the University Council, the Management, the Academic Council, Academic Boards and Departmental Academic Boards, are required to attend all scheduled meetings of these committees unless explicitly permitted by the Chairpersons of the respective committees to be absent or specifically allowed to have a Designee represent them who has been approved by the Chairperson of the respective committee.

(e) The Vice-Chancellor may attend meetings of any committee in the University in an ex-officio capacity.

(f) Deputy Vice-Chancellors and the University Secretary may attend meetings of committees that fall under their respective divisions in an ex-officio capacity.

**STATUTE 5: MEMBERS OF THE UNIVERSITY**

(1) The following are the members of the University, as provided for in Section 9 of the Charter:

(a) The Chancellor;

(b) The Pro-Chancellor;

(c) The Staff of the University;

(d) The Students;
(e) The Trustees;

(f) The Trustees of Kianda Foundation;

(g) The Members of the University Council;

(h) Emeritus Professors;

(i) Honorary Professors; and

(j) Such other members of staff of the University, the Alumni, or any other person or body formally admitted into association with the University.

(2) The University Council, on the recommendations of the Management Board, shall have power to declare such other persons, members of the University, as it may deem fit.

(3) Membership of the University shall terminate when a person designated as a member ceases to hold any of the offices listed above or status designated under section 9 of the Charter and this Statute.

STATUTE 6: THE CHANCELLOR

(1) The Prelate of Opus Dei shall be the Chancellor of the University as prescribed by section 10 of the Charter.

(2) The Chancellor may exercise the powers and functions of his Office in person or through the Pro-Chancellor as prescribed by Section 10(2) of the Charter.

(3) The Chancellor shall in the name of the University, in person or through the Pro-Chancellor or his designated appointee, confer degrees and grant diplomas, certificates and other awards of the University.

(4) The Chancellor may periodically at his sole discretion, either in person or through his designees, direct a Visitation of the University for the review of the following:
(a) The academic programmes of the University to determine their currency, quality and adherence to the Mission and Values of the University.

(b) The University’s Academic, Administrative and Governance structures as detailed in its Statutes, policies, systems and procedures and to advise on their appropriateness and adequacy.

(c) The infrastructure and resources currently in place and to advise on additional resources (physical, financial and human) required to enable the University to adequately discharge its mandate.

(d) Any other matters, which in the opinion of the Chancellor or his designee, are relevant to the issues above.

(5) The Chancellor shall exercise any powers and perform any other functions of his office as may be provided in these Statutes in accordance with the Charter.

**STATUTE 7: THE PRO-CHANCELLOR**

(1) The Regional Vicar of Opus Dei in East Africa shall be the Pro-Chancellor of the University as prescribed by section 10 (2) of the Charter.

(2) The Pro-Chancellor shall, in the absence of the Chancellor or during a vacancy in the Office of the Chancellor, exercise the powers and functions of the Chancellor, including the conferring of degrees and granting diplomas, certificates and other awards of the University.

(3) The Pro-Chancellor shall exercise any powers and perform any other functions of his Office as may be provided in these Statutes in accordance with the Charter.

**STATUTE 8: OFFICERS OF THE UNIVERSITY**

(1) The following shall be the Principal Officers of the University:

(a) Vice-Chancellor;

(b) Deputy Vice Chancellors; and

(c) University Secretary.
(2) The following shall be the Senior Officers of the University:

(a) Registrar;
(b) Executive Director of Finance;
(c) Executive Director of University Services;
(d) Executive Director for People and Culture;
(e) Executive Director Marketing and Communication;
(f) Director of Internal Audit;
(g) Deans of Colleges, Schools or Institutes;
(h) Dean of Research & Innovation;
(i) Principal of Strathmore Institute;
(j) Director Corporate and Legal Affairs;
(k) University Librarian;
(l) Dean of Students; and
(m) Any other equivalent office as may be approved by the University Council from the recommendation of the Management Board.

(3) The administration of the University shall be organized into five functional divisions as follows:

(a) Office of the Vice-Chancellor;

(b) Academic and Student Affairs Division;

(c) Research and Innovation Division;

(d) Planning and Development Division;

(e) Finance, Administration and Operations Division; and

(f) Any other separation or combination of the above as may be approved by the University Council on the recommendation of the Management Board.
(4) The Functional and Corporate Structure of the University as set out in these Statutes, the University’s Regulations and Policies are subject to amendment thereto by the University Council from time to time.

STATUTE 9: THE VICE-CHANCELLOR

(1) There shall be a Vice-Chancellor who shall be appointed by the University Council in consultation with the Chancellor subject to the provisions of the Charter and these Statutes. The terms and conditions of appointment of the Vice-Chancellor shall be as set out in the University’s Policies and shall be subject to amendment thereto by the University Council from time to time.

(2) The person appointed Vice-Chancellor shall ordinarily be of the rank of a university professor.

(3) The Vice-Chancellor shall hold office for a period of five years and shall be eligible for reappointment in accordance with the provisions of these Statutes. The Vice-Chancellor may resign his/her office by giving six months’ notice in writing to the University Council, and the University Council may terminate the appointment of the Vice-Chancellor by giving six months’ notice in writing or may remove him/her in accordance with the University Regulations on the Appointment and Removal of Principal Officers.

(4) The Vice-Chancellor is the principal academic and administrative officer of the University, and, as such, shall have overall responsibility for the direction, organisation, administration and programmes of the University. Specific responsibilities of the Vice Chancellor shall include the following:

(a) Encouraging, promoting and facilitating the very best academic and organizational performance across the whole University;

(b) Safeguarding, promoting and giving due priority to the educational aims of the University;

(c) Providing strategic direction and leadership to the University, and positioning and representing the University internationally, nationally, and regionally;
(d) Overall responsibility for all policy matters in relation to academic affairs, finance and resource allocation, planning, physical resources, personnel planning and development, university relations, security, research and intellectual property, quality assurance, fundraising and the general development and advancement of the University;

(e) Ensuring that the governance, management and administration of the University is efficient and effective;

(f) Fostering collegial governance within the University and in its relationship with the University Council and the Chancellor;

(g) Being the accounting officer of the University;

(h) Securing and continuing the growth of the University’s financial base;

(i) Bearing the overall responsibility for the general conduct and discipline of students and staff of the University;

(j) Providing strategic direction and leadership to the members of the Management Board reporting to him or her;

(k) Being the Secretary to the University Council; and in discharging this role, provide guidance to the Chairperson and members of Council about their responsibilities under the Charter, Statutes, policies and regulations to which they are subject, including legislation, and on how these responsibilities should be discharged. The Secretary to the Council shall also bear the responsibility of alerting the Council when any proposed course of action exceeds the Council's powers or is contrary to legislation or to the provisions of the Charter;

(l) Chairing the Academic Council and the University Management Board;

(m) In consultation with the Chancellor, the Academic Council and the Management Board, determine the date of graduation, when degrees of the University shall be conferred and diplomas, certificates and other credentials awarded; and
(n) The Vice-Chancellor shall have powers to constitute and convene a consultative and information-sharing group to support decision making and implementation on matters crucial to the University mission, strategy and operation.

(5) The Vice-Chancellor may assign or delegate any of his or her duties to a committee or to a member of the University staff in writing and may, at his discretion, withdraw any such assignment or delegation at any time.

(6) The Vice-Chancellor shall have such other powers and duties as may be conferred upon him or her by the University Council in accordance with the Charter.

**STATUTE 10: THE DEPUTY VICE-CHANCELLORS**

(1) There shall be Deputy Vice-Chancellors who shall be appointed by the University Council in consultation with the Chancellor to assist the Vice-Chancellor in the management of academic and administrative functions of the University with such responsibilities and duties as the University Council may specify from time to time.

(2) The University Council shall appoint Deputy Vice-Chancellors in accordance with the provisions of these Statutes.

(3) The terms and conditions of appointment of Deputy Vice-Chancellors are as set out in the University’s Statutes, and subject to amendment thereto by the University Council from time to time.

(4) The person appointed to the position of Deputy Vice-Chancellor shall ordinarily be of the rank of an associate professor or higher.

(5) Deputy Vice-Chancellors shall hold office for a period of five years; the appointment shall be renewable subject to satisfactory performance. A Deputy Vice-Chancellor may resign his/her office by giving six months’ notice in writing to the University Council, or the University Council may terminate the appointment of a Deputy Vice-Chancellor by giving six months’ notice in writing or may remove him/her in the accordance with the University Regulations on the Appointment and Removal of Principal Officers.
(6) Deputy Vice-Chancellors shall be ex-officio members of the University Council, but will not have voting rights at Council meetings.

(7) Deputy Vice-Chancellors shall be responsible to the Vice-Chancellor and shall perform such duties as may be delegated to them by the Vice-Chancellor in accordance with these Statutes.

**STATUTE 11: DEPUTY VICE-CHANCELLOR FOR ACADEMIC & STUDENT AFFAIRS**

(1) There shall be a Deputy Vice-Chancellor for Academic and Student Affairs who shall be the head of the Academic and Student Affairs Division of the University.

(2) The Deputy Vice-Chancellor for Academic and Student Affairs shall provide executive-level leadership and vision in the administration of a comprehensive range of services, policies and procedures related to educational policy, academic programmes and student experience.

(3) The Deputy Vice-Chancellor for Academic and Student Affairs shall be responsible for the following matters:

(a) Providing executive-level leadership, leading the development and execution of an Academic Master Plan; oversight, and coordination of all units in the Division of Academic and Student Affairs in the areas of programmes, policy development, human resources, facilities planning, and fiscal resource management. He or she will be accountable for achievement of the University’s goals and objectives within the scope of the division as set forth in the University’s Strategic Plan.

(b) Serving as the chief academic officer of the University and providing strategic and innovative leadership, as well as guidance and oversight of administration of schools, planning, implementing, and coordinating educational programs; student support and student development services; enrolment management and student progression and completion; student discipline.

(c) Dealing with policy matters pertaining to admission of students, learning and teaching processes, examinations, academic quality assurance, academic
standards and policies, programmes and curriculum development, program review and improvement, accreditation and self-assessment, assessment of student learning and advancement of student success; academic collaboration, partnerships and internalisation; budget development, fiscal accountability.

(d) Providing leadership in planning for academic resources and having oversight responsibility for the University’s academic development strategy and policy regarding student quality and demographics, academic staff planning and development, academic staff recruitment, training and appraisal, academic programme development, teaching and learning resources.

(e) Serving as advisor to the Vice-Chancellor in policy matters related to curriculum and instruction; faculty selection, assignment, development, and retention; academic staff discipline; academic budget and fiscal monitoring; academic quality assurance and student success.

(f) Fostering the use of data and analytics to identify leading indicators of student retention and success and utilizing data-driven strategies at the institutional, division and unit levels to evaluate and assess learning programmes and services, focusing on improvement.

(g) Promoting the role and use of technology in the instructional environment.

(h) Overseeing activities of the Student Council.

(i) Overseeing and monitoring the performance of Registrar’s Office; Student Affairs Office; Schools, Faculties, Colleges or Institutes; Library Services; Office of Graduate Studies; Mentoring Services.

(j) Ensuring that members of the Oversight Committee of the University Council are provided with the information necessary for them to fulfil their responsibilities, including timely preparation and forwarding of the agenda papers, reports and minutes to the Corporate and Legal Affairs office for review and onward transmission to the members of the Oversight Committee of the University Council and Minutes of meetings of the Oversight
Committee of the University Council to the legal and governance Services office.

(4) The Deputy Vice-Chancellor for Academic & Student Affairs shall report to the Vice Chancellor, the Management Board, and the Oversight Committee of University Council; and shall be the Secretary to the Academic Council.

(5) The Deputy Vice-Chancellor for Academic & Student Affairs shall chair the Council of Deans.

STATUTE 12: DEPUTY VICE-CHANCELLOR FOR PLANNING AND DEVELOPMENT

(1) There shall be a Deputy Vice-Chancellor for Planning and Development (DVC-PD) who shall be the Chief Strategy Officer of the University and in this capacity shall provide support and advice to the Vice-Chancellor and the university leadership in matters concerning strategic planning and the future development of the University. He or she will be accountable for achievement of University goals and objectives within the scope of the division.

(2) The DVC-PD shall advance the mission, vision, and short-term and long-term goals of the University in collaboration with the Vice-Chancellor and the university leadership.

(3) He or she will collaborate with the university leadership to plan, develop and review University strategy and ensure it is in line with the University’s values and aspirations and the industry standards in Kenya. He or she will monitor the execution of the strategic plan and coordinate the strategy-integrated reporting of the University’s annual performance.

(4) The DVC-PD shall establish policies, strategies, guidelines and procedures to maintain and improve the quality of the University’s quality review process, the review cycle and internal assessment plans.

(5) The DVC-PD shall be expected to find new areas for growth and improvement in accordance with the overall University strategy.

(6) The DVC-PD shall provide leadership and direction for the design, development and implementation of the University’s advancement strategy; and for the
overall alignment and coordination of organizational strategies, goals and success measures to support the strategic plan of the University.

(7) The DVC-PD shall champion the long-term, comprehensive and integrated physical resource planning for the University, its faculties and departments and, provide strategic leadership and effective management of all aspects of the University’s estate and its related resources.

(8) The DVC-PD shall spearhead the development and delivery of the University’s physical master development plan, supporting the goals of the University Strategy to ensure overall institutional performance.

(9) The DVC-PD shall provide strategic leadership in setting annual fundraising goals and objectives and develop a plan for University fundraising with quantifiable metrics, and targets for productivity. He or she will work collaboratively with the Strathmore Alumni Association and SUF in the design, development and implementation of innovative programmes to enhance the relationship between the University and its alumni.

(10) The DVC-PD shall promote the use of accurate institutional data to support evidence-based decision making, institutional analysis and reporting including competitive intelligence, strategic planning and organizational effectiveness initiatives of the University.

(11) The DVC-PD reports directly to the Vice-Chancellor, and participates as a member of the University Management Board (MB) in the overall management of the University. As a member of university leadership and as directed by the Vice-Chancellor, he or she shall provide support to the University Council and its committees in the fulfilment of its governance responsibilities. He or she will serve as the Secretary of the Fundraising and External Relations Committee of the University Council.

(12) The DVC-PD shall be expected to provide effective oversight and supervision of all the functional units or sections of the division: Strategy Management Office, Quality Assurance Office, Estates and Physical Planning Department, Institutional Data Analysis Office, Project Management Office and the Community Service Centre. He or she will develop, administer and manage the annual budgets for the division; supervise functional units’ expenditures and revenue and maintain fiscal control.
STATUTE 13: DEPUTY VICE-CHANCELLOR FOR RESEARCH AND INNOVATION

(1) There shall be a Deputy Vice-Chancellor for Research and Innovation who shall be the head of the Research and Innovation division and shall have oversight responsibility for the strategic direction and focus of research undertaken by the University. He or she shall advise the Vice-Chancellor on all matters concerning research performed by the University.

(2) The Deputy Vice-Chancellor for Research and Innovation shall provide executive-level leadership, lead the development and execution of Research and Innovation strategy; oversight, and coordination of all units in the Division of Research and Innovation in the areas of policy development, human resources, facilities planning, and fiscal resource management. He or she will be accountable for the achievement of University goals and objectives within the scope of the division as set forth in the University’s Strategic Plan.

(3) The Deputy Vice-Chancellor for Research and Innovation shall be responsible for development, implementation, promotion and evaluation of the University’s research strategy and research policy. He or she will oversee the following matters:

(a) Promotion and co-ordination of research and innovation activities in the University;

(b) Communication of research and publication of research findings;

(c) Research ethics management;

(d) Research management and support, including research fundraising;

(e) Transfer of SU’s innovation into industry, and commercialisation of research outputs of the University; and
(f) Establishing research collaborations with other universities, research institutions, stakeholders and industry.

(4) The DVC for Research and Innovation shall oversee and monitor the performance of Research Services Office; Research Collaborations Office; Innovation & Technology Transfer Office; Research Centres and Research Institutes based in the University.

(5) The DVC for Research and Innovation shall report to the Vice-Chancellor, the Management Board, and the Oversight Committee of the University Council; and shall chair the University’s Research Committee.

STATUTE 14: THE UNIVERSITY SECRETARY

(1) There shall be a University Secretary who shall be appointed by the University Council in consultation with the Chancellor. The University Secretary shall assist the Vice-Chancellor in the effective and efficient management and administration of the University, and in coordinating the operations of the University in support of its strategic goals.

(2) The terms and conditions of appointment of the University Secretary are as set out in the University’s Policies and subject to amendment thereto by the University Council from time to time.

(3) The person appointed University Secretary shall ordinarily be a holder of a PhD degree and should have the relevant experience in operations and management work as may be deemed necessary by the University Council.

(4) The University Secretary shall hold office for a period of five years; the appointment shall be renewable subject to satisfactory performance. The University Secretary may resign his/her office by giving six months’ notice in writing to the University Council, or the University Council may terminate the appointment of the University Secretary by giving six months’ notice in writing or may remove him/her in accordance with the University Regulations on the Appointment and Removal of Principal Officers.

(5) The University Secretary shall be responsible for:
(a) Monitoring revenue margins and employee productivity;

(b) Overseeing efficient running and continuous improvement in University operations to support growth and institutional productivity;

(c) Effective coordination of operations in the whole University;

(d) Monitoring efficiency and financial and operational performance of all departments and schools; and

(e) Enterprise-wide risk identification, assessment and management.

(6) The University Secretary shall report to the Vice-Chancellor and the Management Board, and shall sit in the Academic Council, and all Committees of the University Council.

(7) The University Secretary shall be:

(a) An *ex-officio* member of the University Council but will have no voting rights at Council meetings;

(b) The Secretary to the Management Board, and responsible for organizing the agenda for Board meetings and for following up implementation of action plans arising from decisions of the Management Board.

(8) The University Secretary shall be responsible to the Vice-Chancellor and shall perform such other duties as may be delegated to him or her by the Vice-Chancellor in accordance with these Statutes.

(9) The University Secretary shall serve as the Chief Operations Officer of the University.

(10) The University Secretary shall coordinate and provide executive level oversight for strategic financial planning and analysis of resource use and development in all University departments.
(11) The University Secretary shall oversee the University’s procurement processes, transactional services and operations with policies and procedures that function in accordance with applicable laws and regulations.

(12) The University Secretary shall oversee the development of financial, People and Culture and operations systems with comprehensive policies and procedures that function in accordance with applicable laws and regulations.

(13) The University Secretary shall foster and promote an organizational culture and infrastructure that supports operational excellence and continuous improvement.

(14) The University Secretary shall foster an atmosphere within the division which motivates staff members to contribute to the financial stability, individual achievements and operational excellence of the University.

(15) The University Secretary shall oversee and ensure effective performance of functional units or sections of the division, namely: Finance, Human Resources, University Services, ICT Services, Marketing and Communication, Security and Safety, Procurement.

(16) The University Secretary shall collaborate with various affiliated organisations to improve the overall effectiveness of the University’s Financial and Operations planning and productivity.

**STATUTE 15: DEANS OF ACADEMIC SCHOOLS AND INSTITUTES**

(1) The Management Board shall appoint Executive Deans/Deans of Schools, Colleges or Institutes subject to approval by the University Council. The term Executive Dean shall be used to refer to a Dean heading a College, School or Institute that encompasses more than one academic discipline.

(2) The Executive Dean/Dean of each College, School or Institute shall play a leading role in the formulation and implementation of the University’s academic strategy and policy and shall be responsible for leading and managing the faculty.
(3) The Executive Dean/Dean shall be a member of all committees of the School. In the absence of the dean or during a vacancy in the office, an Associate Dean or a senior member of staff chosen by the Management Board shall exercise the functions of the dean. There may be one or more Associate Deans, who may exercise any of the functions of the dean either at the request of the dean or in the absence of the dean or during a vacancy in the office of the dean.

(4) The terms and conditions of appointment of Executive Deans/Deans shall be determined by the Management Board subject to approval by the University Council. The Executive Dean/Dean shall hold office for an initial term of three years; the appointment shall be renewable for further terms of three years or less, up to a maximum tenure of nine years in total, provided that in exceptional circumstances the Management Board shall exercise the sole discretion to extend the tenure of Executive Dean/Dean beyond nine years.

(5) A Dean may resign his/her office by giving six months’ notice in writing to the Management Board, or the Management Board may terminate the appointment of a Dean by giving six months’ notice in writing.

(6) Persons appointed Deans shall ordinarily be holders of PhD degrees coupled with appropriate experience in management in a higher learning institution, teaching and research experience in relevant subject disciplines to enable them to provide academic leadership in their respective colleges, schools or institutes.

(7) Deans shall be the accounting officers of their colleges, schools or institutes and shall report to the Vice-Chancellor through the Deputy Vice-Chancellor for Academic & Student Affairs.

(8) The Dean shall have the following responsibilities:

(a) Preparing and proposing to the Management Board long-term (five-year and ten-year) and short-term (three-year) strategic plans and one-year operating plans after approval by College or School or Institute Board;

(b) Ensuring that existing polices as well as new policies and decisions made by the University’s governing bodies such as University Council, Management Board, Academic Council and their respective committees, as the case may
be, are properly communicated to students and staff of the College, School or Institute in a timely manner;

(c) Overseeing curriculum development including the development/amendment of the syllabi and regulations for College, School or Institute courses/programmes, and to ensure that the curriculum is responsive to student and market needs;

(d) General responsibility for all matters concerning budgets, space, syllabus, selection and admission of students, student records, staffing, teaching and learning, class attendance, examinations, student progression and fees collection, in their School or Faculty;

(e) Promoting and fostering academic and professional development of academic, operations and support staff working in the School through continuing education and performance management;

(f) Ensuring that the students enrolled in the school are helped and supported to get placement for service-based learning and work-based learning and that supervision and evaluation of the intended experiential learning is properly done;

(g) Collaborating with the Marketing and Communications Office and the Admissions Services Department in conducting academic market research and in the promotion and marketing of the School’s academic programmes;

(h) Collaborating with the Mentoring Services Office to ensure that students in the School are assigned mentors on time, and to monitor the effectiveness of the service;

(i) Promoting and fostering research among academic staff in the School so as to enhance teaching, learning and the College, School or Institute research profile;

(j) Identifying and recruiting suitably qualified academic, operations and support staff in coordination with the People & Culture Office;
(k) Promoting and maintaining a continuous improvement approach to quality assurance and improvement of learning and teaching in the School’s programmes based on the University’s academic quality assurance framework;

(l) Preparing and submitting annual performance reports on academic quality assurance to the Quality Assurance Office and to the Academic Council, after passing them through the College or School Academic Board;

(m) Evaluating performance of academic, operations and support staff in the College, School or Institute and advising the Academic Council and Management Board accordingly;

(n) Presenting examination results to the College or School Board of Examiners and submitting the recommendations of the aforementioned Board of Examiners to the Academic Council. The Secretary of the Board shall be the School Manager or an equivalent; they shall ensure that the necessary learning and teaching materials and other academic resources and facilities are available as and when required;

(o) Identifying suitable persons for appointment as external examiners in the College, School or Institute, and making recommendations to the Academic Council after approval by the College or School or Institute Board;

(p) Seeking funding from external sources, in co-ordination with the Strathmore University Foundation to provide financial aid to bright and needy students enrolled in the degrees or other programmes under their responsibility; to support new programmes and projects relevant to the department and to industry;

(q) Promoting a lively academic atmosphere in the College, School or Institute by organising seminars, talks and conferences;

(r) Ensuring that the College, School, or Institute has a website on which all course information, research information, academic staff profiles and general information about the College/School/Institute are posted. The information should be kept up to date at all times;
(s) The Dean may appoint ad hoc committees for purposes of assisting in the running of the school; and

(t) Overseeing curriculum development and review of the syllabi and regulations for faculty courses, programmes and ensuring that the curriculum is responsive to the students and market needs.

(9) To foster the success of Deans and enhance their effectiveness the University will conduct an annual and triennial review and evaluation of every Dean including both evaluative and developmental components.

(10) The Dean shall report to the Deputy Vice-Chancellor for Academic & Student Affairs. The Dean shall sit in the Academic Council and shall be expected to attend personally all the meetings of the Academic Council. He or she shall be a member of the Council of Deans. The Dean shall chair the School’s Management Committee and the School’s Academic Board.

**STATUTE 16: UNIVERSITY LIBRARIAN**

(1) The Management Board shall appoint a University Librarian upon such terms and conditions as shall be determined by the Management Board subject to approval by the University Council.

(2) The University Librarian shall be in charge of the administration of the University Library services and shall report to the Vice-Chancellor through the Deputy Vice-Chancellor for Academic & Student Affairs.

(3) The person appointed University Librarian shall ordinarily be a holder of a PhD degree or, in exceptional circumstances, a holder of a master’s degree with substantial professional experience in library management.

(4) The University Librarian shall be responsible for:

   (a) The day-to-day running of the University Library, including overseeing the acquisition, processing and circulation of library materials;

   (b) Library planning and budgeting, including planning the growth of library resources, preparing the annual library budget, planning and implementing
library staffing in conjunction with the People & Culture Office; and infrastructure development programmes;

(c) Identifying, developing and implementing current information and communication technology (ICT) techniques in the library in conjunction with the Director of ICT Services;

(d) Creating and maintaining an eResearch repository of research publications (theses, published research papers, conference/seminar papers, research reports and research abstracts) of students and staff of the University and all research generated while authors are affiliated to the University;

(e) Developing and administering Library User Education programmes for staff and students;

(f) Promoting co-operation with other Libraries and Information Resource Centres and facilitating inter-library loans and the exchange of information;

(g) Setting technical standards for all library services within the University;

(h) Performing other tasks that may be delegated to him/her by the Vice-Chancellor or Deputy Vice-Chancellor for Academic & Student Affairs in as much as such tasks relate to library services and the management of information resources.

(5) The University Librarian shall ensure that all approved academic programmes of the University are well-catered for in terms of books, journals and other resource materials and equipment, and shall in addition strive to develop the library into a viable repository of current academic materials and other reading materials of scholastic value. This shall be done in consultation with the relevant Executive Deans/Deans.

STATUTE 17: DEAN OF STUDENTS

(1) There shall be a Dean of Students who shall be responsible to the Deputy Vice-Chancellor for Academic & Student Affairs for the co-ordination of students’ activities and student welfare; and in this connection, shall have oversight
responsibility for sports, games, choir, entertainment, student organizations, Student Council, student advisory services, career development services and students’ personal development.

(2) The Dean of Students shall hold office upon such terms and conditions as the Management Board may determine from time to time, subject to approval by the University Council. The person appointed Dean of Students shall ordinarily be a holder of at least a master’s degree in education or related fields; and must have substantial experience in directing student life on campus of a university or similar institution of higher education.

(3) The Dean of Students shall:

(a) Be the Returning Officer during elections of office-bearers of the Student Council; and

(b) Guide and encourage students to form and develop professional and social clubs and societies, and shall, in that regard, provide the necessary guidance to such clubs and societies.

(4) There shall be a Sports and Games Committee that will operate under the Office of the Dean of Students. The Committee shall be chaired by the Dean of Students and its Secretary shall be the Sports Administrator, and it shall include all the coaches as its members. This Committee shall report to the Students Affairs Committee on all matters pertaining to sports and games in the University.

(5) The Dean of Students shall collaborate with the Strathmore University Foundation to solicit for funding for the development of sports and culture in the University.

(6) The Dean of Students will liaise with Strathmore University Alumni to induct students into the Alumni at the point of admission and upon graduation, to support alumni engagement in sports and cultural activities in the University.
STATUTE 18: THE REGISTRAR

(1) There shall be a Registrar who shall be appointed by the Management Board under such terms and conditions as shall be determined by the Management Board, subject to approval by the University Council.

(2) The Registrar shall be in charge of academic administration and shall have broad responsibility for directing and coordinating the administration of academic services in the whole University.

(3) The person appointed Registrar shall ordinarily be a holder of a PhD degree in education or related fields; however, in exceptional circumstances a holder of a master’s degree who has substantial experience in management in higher education may be appointed to the position.

(4) The Registrar shall have the following specific responsibilities:

(a) Overseeing the promulgation, consistent application and compliance with policies relating to development, review and delivery of curricula, admission and enrolment of students, course requirements, teaching and learning, academic staff development, examinations, quality assurance, student discipline and grievances, setting of tuition fees, student financial aid, students’ record management, and all other matters concerning administration of academic services in the University;

(b) To be the official custodian and steward of student academic records, and coordinate services in the areas of course information, new semester registrations, University calendar, academic timetabling and course scheduling, student progression, certification of enrolment and degrees awarded, administration of examinations, and protection and release of academic transcripts and degree or diploma certificates;

(c) To ensure that graduands have met all requirements appertaining to coursework, credit requirements and fiscal responsibilities before inclusion in the graduation list and ceremony;

(d) To ensure that the Academic Management System (AMS) is effectively used by all academic departments in the management of student records and
processing and publishing of examination results. The Registrar also has the responsibility to make recommendations regarding technological improvements to AMS to expand its capabilities as the need arises;

(e) Preparing the agenda for Academic Council meetings and providing clerking work to the Academic Council. He or she will also be the Secretary to Management Board’s Academic Services Committee;

(f) Ensuring that policy matters and important decisions made by the Academic Council are communicated to all Students and Academic Staff, as may be appropriate; and that the Academic Calendar and the Academic Almanac are published and communicated to all students and staff;

(g) The Registrar shall oversee the following academic support functions: Admissions Services; Centre for Teaching Excellence and Educational Innovation; Examinations Services; Academic Registry and Student Financial Aid.

(5) The Registrar shall report to the Deputy Vice-Chancellor for Academic & Student Affairs, and to the Academic Council and the Management Board.

**STATUTE 19: THE DEAN OF RESEARCH & INNOVATION**

(1) There shall be a Dean of Research and Innovation who shall be appointed by the Management Board upon such terms and conditions as shall be determined by the Management Board, subject to approval by the University Council.

(2) The person appointed Dean of Research & Innovation shall ordinarily be a senior researcher who holds a PhD degree. He or she should also have substantial research experience in relevant subject discipline(s) to enable him/her provide inspirational leadership to the University’s research community.

(3) The Dean of Research & Innovation shall be in charge of University research administration and shall have broad responsibility for stewarding and administering research services in the whole University.

(4) The Dean of Research & Innovation shall:
(a) Be responsible, on the advice of the Research Committee, for the promotion and implementation of policies and strategies on sponsored research; promotion and coordination of research and innovation activities in the University; research management and support, communication and publication of research findings by University’s scholars, research ethics management; technology transfer and innovation, commercialisation and entrepreneurship of research, fundraising for research from industry and other external organizations;

(b) Be the official custodian and steward of the University’s research repository and ensures that eResearch repository is created and maintained in the library and is kept up to date;

(c) Ensure that operational research management plans are prepared and submitted for review by the Research Committee;

(d) Ensure that strategic plans for research in the University are prepared and submitted for review by the Research Committee;

(e) Lead the preparation of annual research budgets and submits them for review by the Research Committee;

(f) Develop and apply metrics for measuring research performance by individuals, Schools and the University as a whole;

(g) Ensure that applications for internal research grants are processed in a timely manner and presented for review and evaluation, and award of grants to successful applicants by the Research Committee, in accordance with approved procedures and policies;

(h) Ensure that annual research reports are prepared and submitted to the Academic Council in a timely manner;

(i) Prepare the agenda for the Research Committee meetings and provide clerking work to the Committee; and
(j) Ensure that policy matters and important decisions made by the Research Committee are communicated to the University research community.

(5) The Dean of Research & Innovation shall be the head of Research Services Office and be responsible for the directing the operations and services of the Research Services Office, which is the functional unit charged with research administration and management in the University.

(6) The Dean of Research & Innovation shall report to the Deputy Vice-Chancellor for Research & Innovation. He or she shall sit in the Academic Council and shall attend all the meetings of the Academic Council; shall be a member of the Council of Deans; and shall be Secretary to the University’s Research Committee.

STATUTE 20: THE RESEARCH SERVICES OFFICE

(1) The Research Services Office (RSO) is the organizational unit charged with Research and Innovation administration in the University, headed by the Dean of Research & Innovation.

(2) The Research Services Office shall:

(a) Help researchers compete effectively for research and innovation funding and assist with the establishment of new partnerships;

(b) Enable the transfer of Strathmore innovations into the public domain while protecting the University’s intellectual property rights and interests;

(c) Set policies and shape the University’s research and innovation agenda and review continually the University regulations on research and innovation policies, resources and services to ensure that they reflect the changing needs of the University and its sponsors and submit proposals to the Research Committee;

(d) Provide guidance and oversight to ensure that all research and innovation is conducted in an ethical and responsible manner, in a genuine search for the truth and in compliance with University policies and Government of Kenya regulations.

(e) Provide guidance and oversight for all research and innovation related events such as conferences, symposiums, workshops and seminars.
(3) The Research Services Office shall offer the following services to the University’s research community:

(a) Foster contact and understanding with schools, sponsors and principal investigators;

(b) Provide advice on funding opportunities, preparation and processing of grant applications and negotiation of research contracts;

(c) Work in partnership with colleges, schools, institutes, research centres, Strathmore University Foundation and sponsors to collect and manage the funds awarded;

(d) Protect research and innovation results;

(e) Prepare strategic plans for research and innovation for consideration by the Research Committee;

(f) Prepare annual research and innovation budgets in liaison with colleges, schools, institutes and research centres, and submit proposals to the Research Committee; and

(g) Provide advice and support in the protection and development of Intellectual Property arising out of the University’s research and innovation activities.

**STATUTE 21: EXECUTIVE DIRECTORS**

(1) The Management Board shall appoint Executive Directors to assist the University leadership in the discharge of administrative and operational functions of the University such as Finance, University Services, People & Culture, Marketing and Communication, and any other functions as may be necessary from time to time, subject to approval by the University Council.

(2) The Executive Directors are strategic managers whose work will relate to the University’s broader strategic vision.
STATUTE 22: EXECUTIVE DIRECTOR OF FINANCE

(1) There shall be an Executive Director of Finance who shall be the Chief Financial Officer of the University and shall be in charge of the Finance Department.

(2) The person appointed Executive Director of Finance shall ordinarily be a holder of a Master’s degree and should have the relevant experience in Finance as may be deemed necessary by the University Council.

(3) The person appointed Executive Director of Finance should be a member of a relevant finance-related professional body.

(4) The Executive Director of Finance shall have the following responsibilities:

(a) Promoting, implementing, applying and reviewing the University’s financial control policies and financial strategy;

(b) Providing advice and information to the Vice-Chancellor and the Management Board on financial matters affecting University departments and subsidiary companies;

(c) Being the official custodian of the University’s financial records;

(d) Leading and overseeing a range of financial operations: accounting services, asset administration, risk management and financial assurance services, budgeting and financial planning and analysis, loans and receivables, financial reporting and systems, project management, research accounts, treasury and commercial services;

(e) Reporting financial performance to the Management Board and the University Council;

(f) Stewarding engagement between the University and Strathmore Research & Consultancy Centre Limited (SRCC) on behalf of the Management Board; and

(g) Ensuring that members of the Finance Committee of the University Council are provided with the information necessary for them to fulfil their
responsibilities, including timely preparation and forwarding of the agenda papers, reports and minutes to the Corporate and Legal Affairs for review and onward transmission to the members of the Finance Committee of the University Council and Minutes of meetings of the Finance Committee of the University Council to the Corporate and Legal Affairs office.

(5) The Executive Director of Finance shall report to the Vice-Chancellor through the University Secretary, the Management Board and the Finance Committee of the University Council. He or she shall sit on the Management Board.

**STATUTE 23: EXECUTIVE DIRECTOR OF UNIVERSITY SERVICES**

(1) The Executive Director of University Services shall be responsible for the running and management of the University Services Department.

(2) The Executive Director of University Services shall provide leadership in the delivery of University services. He or she shall oversee the following functions:

(a) Administrative Services (facilities management, security, transport, parking, printing, stores, environmental health and safety, environmental management, venues and events, utilities, gifts);

(b) Cleaning Services;

(c) Catering Services;

(d) Health Services; and

(e) Accommodation Services.

(3) The Executive Director of University Services shall report to the University Secretary, the Management Board and the Audit and Compliance Committee of the University Council; and shall chair the Management Board’s University Services Committee.

**STATUTE 24: EXECUTIVE DIRECTOR FOR PEOPLE & CULTURE**

(1) The Executive Director for People & Culture is in charge of the University’s People & Culture Department.
The person appointed Executive Director shall ordinarily be a holder of a Master’s degree and should be a member of a professional body in human resource management.

The Executive Director shall be responsible for the following matters:

(a) Working in partnership with schools and other departments in the University in identification, recruitment, training, performance management of faculty and staff;

(b) Implementation and application of the University’s staff development and management policies and strategy;

(c) Implementation, application and review of the University’s policies on employment and employee relations;

(d) Leading and overseeing the following operations in the University in coordination with Schools and other departments: selection and recruitment of employees, induction and orientation of new employees, training and development of employees, remuneration and employees’ terms of service, managing employee benefits, performance management, employee relations and welfare, management of leave and employee records, discipline of employees and payroll;

(e) Facilitate in collaboration with the University Council and Management Board the process of internal cohesion of faculty and staff with the University’s Culture (mission and values of the University);

(f) To monitor, evaluate and develop the University’s culture evolution and apply means to ensure that it adheres to the University’ Mission and Core values;

(g) Stewarding industrial relations; and

(h) Ensuring that members of the People and Culture Committee of the University Council are provided with the information necessary for them to fulfil their responsibilities, including timely preparation and forwarding of the agenda papers, reports and minutes to the Corporate and Legal Affairs for review and onward transmission to the members of the People and Culture Committee.
of the University Council and Minutes of meetings of the People and Culture Committee of the University Council to the Corporate and Legal Affairs Office.

(4) The Executive Director shall report to the Vice Chancellor through the University Secretary, to the Management Board, and to the People and Culture Committee of the University Council.

STATUTE 25: EXECUTIVE DIRECTOR MARKETING AND COMMUNICATION

(1) The Executive Director Marketing and Communication is in charge of the University’s Marketing and Communication Department.

(2) The person appointed Executive Director shall ordinarily have at least a Master’s degree in Communication and/or Marketing or in a related field and must be a member of a professional body in Marketing and/or Communication.

(3) Executive Director shall be responsible for the following matters:

(a) Support the achievement of the University vision and mission by developing and implementing the University’s overall communication strategy which is aligned to the overall University’s strategy;

(b) Provide leadership in the development and implementation of marketing strategies and plans to achieve the University’s strategic objectives;

(c) Direct the principles of customer insights for the University transactions to encourage a deeper understanding of customer motivations that can be applied to foster growth. This will involve utilizing market intelligence to anticipate customer/competitive trends, assess strategic implications and optimize operations potential based on rational analysis of data;

(d) Oversee the identification, assessment and development of new marketing and branding channels and opportunities, and ensure that the University is an “early adapter” of new ideas and trends in order to enhance its market positioning and overall sales volumes;
(e) Champion the execution of the approved marketing programs for all university product lines to ensure accelerated growth in volume and market share while evaluating options for advertising and promotion to achieve optimum value;

(f) Ensure effective and timely dissemination of information by developing and implementing the University’s overall communications policy framework which guides the University community and its stakeholders;

(g) Support the Management Board in decision making by providing advice and counsel on matters pertaining to the University’s image and positioning;

(h) Maintain a positive image of the University by cultivating positive relationships with the mainstream media and other media such as bloggers to ensure that the correct information is presented to and reported on the media channels;

(i) As part of the top management, the position holder should be proactively involved in supporting the development and achievement of the foundational goals and mission of the University;

(j) Provide direct support and guidance to the Vice Chancellor in matters of the University’s relations with other institutions and the community, and in the effective exercise of his/her role as the primary spokesperson of the University.

(4) The Executive Director shall report to the University Secretary and to the Fundraising and External Relations Committee of the University Council.

**STATUTE 26: DIRECTOR OF CORPORATE AND LEGAL AFFAIRS**

(1) The Office of Corporate and Legal Affairs is a central administrative function of the University responsible for the management of the University’s Corporate, Legal, Secretarial, Compliance and Insurance functions. This Office provides administrative support to the University Council and its Committees. The statutes and regulations of the University are drafted, processed and promulgated by the Office. The Director of Corporate and Legal Affairs is the Head of the Office, and provides secretarial support to the University Council, which is the body vested with control and oversight over the University including all its colleges, schools, divisions, departments and centres.

(2) The person appointed Director of Corporate and Legal Affairs should be a holder of at least a Bachelor of Laws (LL.B) degree and shall ordinarily have a Master’s
degree in a related field; a Postgraduate Diploma in Law from Kenya School of Law; and CPS (K) qualification. He or she should be a member of a professional body such as the Law Society of Kenya, or Institute of Arbitrators and must have at least eight (8) years of post-admission experience.

(3) As the senior advisor on governance-related issues and associated legislative matters, the Director of Corporate and Legal Affairs shall report directly to the Vice-Chancellor. The Director provides guidance and expertise to ensure the effective operation and administration of the University's collegial system of governance, led by the University Council, the Management Board and the Academic Council.

(4) The primary responsibilities of the Director of Corporate and Legal Affairs:

(a) Working with the University Council (and its committees/boards) and the Vice-Chancellor to establish and implement good governance practices including evaluation surveys, governance audits, performance reviews, and internal and/or external reviews of governance processes;

(b) Providing advice and secretariat support to the Council, other decision-making bodies and management in the good governance of the University;

(c) Providing high level advice and strategic support to the Chair of the University Council and to the Vice-Chancellor

(d) Ensuring that members of Council (and its committees/boards) are provided with the information necessary for them to fulfil their responsibilities, timely distribution of Notices and agendas of meetings of the Council, preparation of the agenda papers which are forwarded to members of Council (and its committees/boards) in accordance with the Council’s Procedures, and timely preparation, confirmation, distribution to members and filing of Minutes of meetings of the Council;

(e) Coordinating the Induction Programme for new members of Council (and its committees/boards); conducting those segments of the Programme relating to the operations of the Council; coordinating in consultation with the Chair of Council and Vice-Chancellor, the conduct of Workshops and professional development activities for members of Council (and its committees/boards);
(f) Maintaining a register of conflicts of interests of members of Council (and its committees) and advising the Chair of Council in respect of any real or potential conflict of interests arising for members of Council (and its committees) or for the Chair. Maintaining a Register of Pecuniary Interests;

(g) Ensuring effective communication between Council and the senior management of the University; promoting quality working relationships between the Council and the University administration;

(h) Providing guidance to the Chair and members of Council (and its committees/boards) on their responsibilities under the law (including obtaining legal advice as required), and on the Procedures and the Rules of the University to which they are subject and how these should be discharged;

(i) Management of University legal services: advice, contracts, agreements and MOUs, property, litigation and dispute resolution, employment (in conjunction with the Executive Director Human Resources). Assisting in the protection of the University’s reputation (including responding to legal challenges), and managing a range of internal appeals processes;

(j) Interpreting of legislation, policies, procedures, by-laws and other official records. overseeing the effective discharge of the University’s statutory and legislative obligations;

(k) Management of Compliance - Ensuring Compliance with the Universities Act 2012 and subsequent amendments, compliance with a broad spectrum of legislation such as Freedom of Information, Data Protection, Copyright and Persons with Disability;

(l) Management of institutional policies, procedures, and bylaws, development, publishing, maintaining and managing amendments and revision of University statutes, regulations, policies and procedures. The Director of Corporate and Legal Affairs is the Policy Custodian and maintains the Policy Repository and Repository of information and data on all matters relating to governance;

(m) Management of University Insurance matters – procurement, cover, claims, advice, and litigation;
(n) Ensuring the smooth operation of Council committees/boards. Providing secretariat support to committees/boards of the Council (including but not limited to Oversight Committee, Audit and Compliance Committee, Finance Committee, Fundraising and External Relations Committee, People & Culture Committee);

(o) Maintaining custody of and controls over the use of the Common Seal and maintains a record of the use of the Common Seal and providing reports to Council;

(p) Acting as Returning Officer for Council elections, conducting statutory election and appointment processes for Council and its committees/boards as prescribed (under Statute), overseeing members’ attendance registers for Annual Reports, undertaking all necessary actions in relation to appointments to Council and its committees/boards, and maintaining members’ registers for Council and its committees/boards;

(q) Making budget submissions to the Vice-Chancellor to secure adequate resources for the performance of the Council’s (and its committees/boards) and the Secretariat’s responsibilities;

(r) The management of and annual reporting on Public Interest Disclosures (Whistleblowers); and

(s) Acting as a company secretary for, or the providing secretariat support to, University-controlled entities.

(5) The Director of Corporate and Legal Affairs shall attend meetings of Management Board in an ex-officio capacity with no voting rights.

STATUTE 27: DIRECTOR INTERNAL AUDIT

(1) The purpose of the Internal Audit Department is to support the mission and vision of the University. It works in support of the University Council and in collaboration with management and external auditors to enhance and protect organizational value by providing risk-based objective assurance, advice and insight regarding operational efficiencies and controls.
(2) The Internal Audit Department shall be an independent and objective assurance and consulting resource unit responsible for internal audits and risks of the University’s operations, programmes and systems of internal control and for making recommendations for the improvement thereof. The Department also provides advisory services where management requests such a review.

(3) The Internal Audit Department shall perform audits based on an approved annual risk-based audit plan, as well as at the request of the University Council, Management Board, Schools, and Support Departments.

(4) The Director of Internal Audit is a senior manager who leads the internal audit function of the University and heads the Internal Audit Department. The position reports functionally to the Audit & Compliance Committee of the University Council and administratively to the Vice-Chancellor (or designee).

(5) Ensuring that members of the Audit and Compliance Committee of the University Council are provided with the information necessary for them to fulfil their responsibilities, including timely preparation and forwarding of the agenda papers, reports and minutes to the Corporate and Legal Affairs for review and onward transmission to the members of the Audit and Compliance Committee of the University Council and Minutes of meetings of the Audit Committee of the University Council to the Corporate and Legal Affairs office.

(6) The person appointed Director of Internal Audit shall ordinarily be a holder of a Master’s degree in a related field; a Certified Public Accountants (CPA), Certified Internal Auditor among other qualifications as determined by the University Council. He/she should be a member of a related professional body and must have at least eight (8) years Audit experience.

(7) The Director of Internal Audit shall be responsible for preparing and implementing a risk-based audit plan to assess, report on, and make suggestions for improving the University’s key operational and finance activities and internal controls. Additionally, he/she is responsible for identifying and assisting in documenting existing internal finance and disclosure controls, implementing and documenting new internal controls, and establishing an internal monitoring function to audit the University’s compliance with such internal controls.
The University Council shall appoint the Director of Internal Audit upon such terms and conditions as shall be determined by the Council.

STATUTE 28: DIRECTOR OF GRADUATE STUDIES

(1) The Director of Graduate Studies shall be in charge of the Office of Graduate Studies which has overall responsibility for providing the University level administrative oversight to ensure the quality and integrity of all graduate programmes in the University.

(2) The Management Board shall appoint the Director of Graduate Studies under such terms and conditions of appointment as shall be determined by the Management Board subject to approval by the University Council.

(3) The Director of Graduate Studies shall hold office for an initial term of three years; the appointment shall be renewable for further terms of three years or less subject to performance, up to a maximum service of nine (9) years. The Director may resign his/her office by giving three months’ notice in writing to the Management Board, or the Management Board may terminate the appointment of the Director by giving three months’ notice in writing. However, if the Director becomes of unsound mind or is found guilty of gross misconduct, he or she shall be removed from office by the Management Board in accordance with the established disciplinary procedures for University staff.

(4) Persons appointed to the position of Director of Graduate Studies shall ordinarily be holders of a PhD degree with a distinguished record of teaching and scholarship; a minimum of ten years of progressive experience in higher education; administrative experience at the level of academic or research director or associate dean in a school or greater; and with demonstrable experience in curriculum development, the assessment of student learning, and interaction with students, faculty, staff and external constituencies.

(5) The Director of Graduate Studies shall report directly to the Deputy Vice-Chancellor for Academic & Student Affairs. He or she shall sit in the Academic Council and shall normally be expected to attend all the meetings of the Academic Council; shall be a member of the Council of Deans, and a member of the University’s Research Committee and Education Committee.

(6) The roles and responsibilities of the Director of Graduate Studies:
(a) General responsibility for all matters concerning selection and admission of graduate students, postgraduate research and quality assurance of programmes;

(b) The Director shall ensure that existing polices as well as new policies and decisions made by the University’s governing bodies such as University Council, Management Board, Academic Council and their respective committees pertaining to graduate studies, are properly communicated to graduate students and graduate faculty in a timely manner;

(c) The Director shall work closely with Schools and Institutes, and in coordination with the Director of Educational Development, to initiate and coordinate the development, implementation and regular review of strategic plans for graduate studies in the University;

(d) The Director shall provide leadership in reviewing policies, regulations and guidelines pertaining to graduate studies and postgraduate research in the University under the direction of the Board of Graduate Studies;

(e) The Director shall ensure that graduate students enrolled in diverse programmes in Schools are helped and supported by identifying and assigning academic advisors and supervisors; and by providing guidance in preparation of research proposals, academic writing and thesis preparation and, writing proposals for research grants;

(f) The Director shall work in collaboration with Deans of the various Schools and Institutes offering graduate programmes, and the Director of Marketing, in the promotion and marketing of graduate programmes.

(g) Coordinating the admission and enrolment of graduate students and maintaining the student records. He or she shall ensure that an up-to-date database of graduate faculty (all lecturers qualified to teach and supervise graduate students as per University rules and regulations) is maintained, and that supervisors of graduate research students are provided with opportunities for training and skills development;

(h) Monitoring and documenting student progression and completion rates and submitting timely reports to the Academic Council;
(i) Submitting annual digest of external examiners’ reports to the Academic Council;

(j) Creating and maintaining graduate student webpage which contains all relevant information both for prospective students and continuing students;

(k) Seeking funding from external sources to support graduate studies and postgraduate research;

(l) The Director of Graduate Studies shall be the Secretary to the Board of Graduate Studies, and shall work closely with the faculties and schools in organizing the work of the Board. The Director shall be responsible for preparing the agenda for Board meetings and providing clerking work to the Committee. He or she will also be responsible for ensuring that policy matters and important decisions made by the Board of Graduate Studies are communicated to students and faculty, as may be appropriate.

STATUTE 29: THE BOARD OF TRUSTEES

(1) The Board of Trustees shall: -

(a) Be the official sponsor of the University;

(b) Hold in trust all immovable assets of the University;

(c) Perform the function of safeguarding the foundational aims and objectives of the University in accordance with the Charter and these Statutes;

(d) Have and exercise the power to appoint or remove from Office, members of the University Council;

(e) Ensure that the University abides by the Memorandum of Understanding between Opus Dei and Strathmore Educational Trust, Registered Trustees; and

(f) Perform any other function as may be prescribed by the Statutes.

STATUTE 30: THE UNIVERSITY COUNCIL

(1) The University Council of Strathmore University is a body established as provided for under section 13 of the Charter, to govern the University and to assist in promoting its foundational and educational aims.
(2) The Membership of the University Council shall be as follows:

(a) Two persons appointed by the Board of Trustees from among its members;
(b) Two persons nominated by Kianda Foundation;
(c) Two senior academicians, appointed by the Board of Trustees with experience in higher education, and neither of whom shall be an employee of the University;
(d) Two persons appointed by the Board of Trustees, from public and private sectors in Kenya;
(e) The Vice-Chancellor, who shall be the Secretary to the Council; and
(f) The Deputy Vice-Chancellors and the University Secretary shall be ex-officio members but will not have voting rights at Council meetings.

(3) There shall be a Chairperson and a Vice-Chairperson of the University Council who shall be appointed by the Council itself by election through secret ballot from among the two members of Strathmore Educational Trust, Registered Trustees and the two members nominated by Kianda Foundation sitting in the Council.

(4) Members of the University Council are appointed as follows:

(a) The Trustees will appoint the University Council Members as provided for in the Trust’s Policies, procedure and guidelines.
(b) The Chair or any other Trustee authorized by the Board of Trustees will officially inform the Vice-Chancellor of the appointment of members to the Council.

(5) Subject to clause 6 of this Statute, a member of the University Council other than an ex-officio member shall ordinarily hold office for a term of three years, upon expiry of which the member shall be eligible for re-appointment. No member may be appointed to the Council for more than three consecutive terms unless such member is a member appointed by the Board of Trustees from among its members or a nominated member from Kianda Foundation. A member who is ineligible to be appointed to the Council due to service for the
maximum consecutive terms shall become eligible to be nominated after a lapse of one year from the conclusion of his or her last term on the Council.

(6) The office of a member of the University Council shall become vacant:

(a) If not being an ex-officio member, he resigns his office in writing addressed to the Vice-Chancellor;

(b) If the Board of Trustees is satisfied that the member is, by reason of physical or mental infirmity or otherwise, unable to exercise the functions of his office; and

(c) upon death of the member.

(7) Where the office of a member of the University Council becomes vacant under clause 6 of this Statute, the Vice-Chancellor shall forthwith notify the vacancy to the Board of Trustees.

(8) The following criteria shall be employed in selecting individuals for appointment to the University Council:

(a) Knowledge of, and/or strong evidence of interest in Strathmore as a leading University in Africa;

(b) Ability to commit time and effort to the work of the Council and its committees, including fundraising and external representation;

(c) Possession of particular qualifications or skills and competencies that may help strengthen the Council;

(d) Commitment to the values of university education and the specific role of Strathmore University;

(e) Not employed by the University nor shall they have been so employed by the University within the preceding two years, nor shall they be so employed or be a consultant in the University during their tenure on the University Council; except for the Vice Chancellor; and

(f) Must be 75 years old and below.

(9) The University Council shall have ultimate responsibility for:

(a) Upholding the mission and vision of the University;
(b) Promoting the aims and objectives of the University;

(c) Setting strategic direction for the University;

(d) The appointment and performance management of the Vice-Chancellor;

(e) Oversight of management;

(f) Setting and monitoring broad budget and planning framework, ensuring that the University finances are sound, and taking major financial decisions;

(g) Monitoring University performance against strategic objectives;

(h) Setting and critically monitoring Council policy and risk management;

(i) Extending links and communication between the University and the wider community;

(j) Legislative roles, including ensuring that the University is acting ethically and in conformity with all legal requirements;

(k) Fundraising and resource mobilization; and

(l) Council performance and succession planning.

(10) The University Council shall adhere to the following code of conduct:

(a) Exercise its responsibilities in a corporate manner, with decisions being taken collectively by the members acting as a body. Members should not act individually or in informal groupings to take decisions on Council business on an ad hoc basis outside the constitutional framework of Council meetings;

(b) Council Members nominated by particular constituencies should not act as if delegated by the group they represent;

(c) When acting as a corporate entity the Council must at all times:
i) Observe the highest standards of impartiality, integrity and objectivity in relation to its responsibilities including the stewardship of University funds. It should be able to demonstrate that resources are being used with probity;

ii) Maximize value for money through ensuring that its responsibilities are discharged in the most efficient, effective and economical way within available resources;

iii) Ensure that University funds are properly safeguarded;

iv) Observe high standards of corporate governance at all times;

v) Take into account, in reaching decisions, any guidance issued by the Government and other key stakeholders; and

vi) Operate within the limits of its authority as set out in the University’s Charter, Statutes, policies and regulations.

(d) An individual member of Council has the following moral and ethical responsibilities to the University, the Council, his/her fellow Council members and Kenyan society at large, namely:

i) To act in good faith and in the best interests of the University;

ii) Not use information gained in the course of their duties as Council members for personal gain or to discredit the University;

iii) Not seek to use the opportunity of Council membership to promote their private interests;

iv) To assist with the enhancing of the corporate image of the University as well as assisting with the enhancing of the public image of Council itself; and promote the University to its external stakeholders;

v) To recognize the Vice Chancellor as the primary spokesperson for the University and the Chairperson of Council as the only person to speak for and on behalf of Council; and avoid representing the views of the
University to the media without consultation with the Vice Chancellor and Chairperson of Council;

vi) To maintain, at all times, the highest ethical standards and never to allow any personal conflict of interest to affect decisions made; and to formally disclose any direct or indirect personal or business pecuniary interests which may conflict with their responsibilities as Council member. The Chair will decide in what way conflicts of interest should be handled. Any written declarations will be kept by the Secretary to Council;

vii) To take part, in an objective and unbiased manner, in the deliberations and decision-making processes of Council; and to refrain from accepting gifts and favours from individuals or businesses, if such gifts and favours are clearly intended to be prejudicial to objective and unbiased deliberation and decision-making or clearly intended to exert undue influence on an individual member of Council;

viii) To come to meetings of Council fully prepared and fully apprised of the contents of documentation serving before Council;

ix) To speak their minds at meetings of Council and to have due regard for the opinions, views and dignity of their fellow Council members;

x) To communicate promptly to the Chairperson of Council and/or the Vice Chancellor any significant concern or complaint which has come to their notice and to allow the Chairperson of Council and/or the Vice Chancellor to deal with such matter;

xi) To foster openness and trust among Council members on the one hand and among Council and the University administration, faculties, staff and students on the other hand;

xii) To recognize that no individual member of Council may make any request or demand for action if such action may violate any of the policies and rules of the University and/or Council;
xiii) To recognize that authority to govern the University resides only with Council as a whole and not with any of the individual members of Council;

xiv) To, subject to the provisions of existing Kenyan laws, keep confidential any information regarding the University, its employees and its students coming to his/her knowledge as a result of his/her access to documentation before the Council;

xv) To support the policies and programmes of the University once established in accordance with the statutory authority of Council, the Management Board, Academic Council and/or the Vice Chancellor; and

xvi) To always be mindful of the fact that the role of Council is one of strategic policy making and not one of direct involvement in the day-to-day administration and the management of the University.

(e) The Council and its individual members have a legal (as well as a moral and ethical) duty and responsibility to keep matters before the Council and deliberations and discussions at meetings of Council confidential;

(f) All members of Council are at all times obliged and duty bound to disclose any conflict of interest whether potential or real, that exists, or may exist, between them and the University or any constituent part thereof;

(g) Subject to the requirement of confidentiality, Council as well as individual members of Council must at all times endeavour to execute their responsibilities in a manner which is as transparent as the particular circumstances may allow;

(h) The Council Code of Conduct, with the necessary changes, is equally applicable to committees of Council and to the Council members serving on these Committees.

(11) The Chairperson of University Council has responsibility for providing effective leadership to Council. In playing that role the Chairperson is responsible for:

(a) Promoting Council's well-being and efficient operation and ensuring that its Members work together effectively and have confidence in the procedures laid down for the conduct of business;
(b) Ensuring that Council Members receive proper induction and training;

c) Encouraging high standards of propriety and ensuring that the members adhere to the code of conduct for the University Council.

d) Ensuring that Council meetings take place as scheduled and that minutes of meetings accurately record decisions taken and, where appropriate, the views of the individual Council Members;

e) Ensuring that the Council, in reaching decisions, takes proper account of relevant professional advice and/or guidance issued by the Commission for University Education and other statutory bodies;

f) Ensuring that the proper procedures are carried through for consultation and approval of appointments to the Council and other Committees and for discussion of other appointments in which the Council has an interest;

g) Ensuring that Council Members may speak when they need to;

h) Ensuring that, if necessary, a vote is taken and the result recorded;

(i) Providing an assessment of performance of individual Council Members when they are being considered for re-appointment to the Council; and

(j) Taking routine or emergency decisions by Chair’s action between meetings and deciding whether emergency or special Council meetings need to be called.

(12) The role and duty of the Vice Chairperson is to deputise for the Chairperson either at the Chairperson's request or in the Chairperson's absence. When carrying out this deputising role the Vice Chairperson will carry out the role and duties as set out for the Chairperson.

(13) The Vice-Chancellor as Secretary to the Council shall be responsible for organising the agenda for Council meetings in consultation with the Chairperson, for convening Council meetings, and for following up the
implementation of action plans arising from Council decisions. He shall also be the liaising officer between the Council and the Chancellor.

(14) The University Council shall have and exercise powers to:

(a) Formulate and approve, after consultation with the Management Board, the Statutes, Policies, Rules and Regulations for the proper governance of the University;

(b) Develop the University and ensure that the quality and integrity of academic programs and professional courses of the University are maintained;

(c) Approve the establishment of constituent campuses and colleges to offer training and courses of instruction consistent with the mission and objectives of the University;

(d) Approve the annual budget of the University;

(e) Authorise the use of income and expenditure of funds outside the approved annual budget;

(f) Approve, upon recommendations by the Management Board, terms and conditions of service for employees of the University;

(d) Authorise the purchase, lease or hire or otherwise acquisition and holding of any land, buildings, easements or inheritances of any tenure and any other freehold or leasehold property and construction or provision of any buildings, works, stores, plant and things which may from time to time be deemed requisite for any of the purposes of the University;

(e) Approve, upon recommendation of the Management Board, major maintenance works, repairs and alterations of any buildings, works, stores, plant and things which may from time to time be deemed requisite for any of the purposes of the University;

(f) Receive and accept, on behalf of the University, donations, endorsements, and gifts of money, land, inheritances, stocks, shares, securities and any other asset whatsoever and either subject to or not any special trusts or conditions
and in particular accept and take by way of gift and upon any terms an asset of any organization whether incorporated or not;

(g) Borrow or raise money with or without security for any of the purposes of the University, after consultation with the Management Board;

(h) Undertake, execute and perform any trusts or conditions affecting any freehold or leasehold property of any description acquired by the University;

(i) Authorise the payment or application of monies or assets of the University for the purposes which, in the opinion of the Council, may promote all or any of the objectives of the University, or the payment or transfer of such money or assets to some other person;

(j) Authorise the investment of any money of the University awaiting investment;

(k) Establish other bodies within the University; and

(l) Perform any other function as may be prescribed by the Statutes.

(15) The Council shall appoint external auditors for a period of three years. The auditors shall be eligible for re-appointment subject to performance. Should the auditors resign or be removed from office by the Council during their contractual term, the Council shall appoint auditors for the remainder of the unexpired term.

(16) The University Council in consultation with the Chancellor shall have power to appoint or remove from office, members of the University Management Board, and other committees or bodies established under the University Council’s direct authority.

(17) The University Council shall abide by the Memorandum of Understanding between Opus Dei and Strathmore Educational Trust, Registered Trustees in its governance of the University and in the promotion of the University’s foundational aims.
(18) The University Council may, by statutes, establish such committees as are necessary for the efficient discharge of the academic and other functions of the University.

(19) Subject to the Charter, the Statutes and any regulations made in pursuance thereof, the University Council shall, in addition to all other powers vested in it, have and exercise powers to:

(a) Make, amend or revoke the Statutes, provided that the decision to do so has been approved by a two-thirds majority of the members present and voting, and that no Statute shall be made without the Management Board having had an opportunity of reporting thereon to the University Council;

(b) Make regulations for any matters in respect of which regulations are authorized by the Charter or Statutes to be made, provided that no regulation shall be made without the Management Board having an opportunity of reporting thereon to the University Council;

(c) Ratify regulations submitted by the Management Board for any matters in respect of which regulations are authorized by the Charter or Statutes to be made;

(d) Act as the highest instance of appeal of decisions made by the Management Board;

(e) Provide by way of statutes and on the recommendations of the Academic Council and the Management Board, the creation of new divisions, centres, departments, faculties, schools, institutes, constituent colleges, campuses or other bodies of learning and research in the University, whether formed by the sub-division of any one or more of any such new bodies or otherwise, and for the abolition from time to time of any such bodies, and to approve the establishment, abolition or sub-division of any such bodies however so described;

(f) Determine, after considering the recommendations of the Academic Council and the Management Board, all fees payable to the University;

(g) Institute, on the recommendation of the Academic Council and the Management Board, fellowships, scholarships, studentships, bursaries, prizes and other awards for study and research;

(h) Approve or disapprove names of persons proposed by the Academic Council for conferment of honorary degrees and higher doctorates, provided
that the University shall admit no person to an honorary degree or higher doctorate unless the University Council and the Academic Council have concurrently approved the name of such a candidate for the conferment of the aforementioned degree. Prior to the conferment of honorary doctorates the University Council shall also seek the opinion and approval of the Chancellor; and

(i) Exercise all such powers as are or may be conferred on the University Council by the Charter, Statutes and Regulations and to carry the Charter, Statutes and Regulations into effect and to do such things as are not repugnant to the Charter, Statutes and Regulations.

(20) Meetings of the University Council shall be held at least once every quarter in a calendar year at such a place and time as the Chairperson of the University Council may determine.

(21) The Corporate and Legal Affairs Office shall be responsible for coordinating matters relating to governance and legal compliance in the University as a whole.

(22) Subject to the Charter and the Statutes, the University Council shall regulate its own affairs and the conduct of its meetings and those of its committees. However, the following provisions shall usually be observed during meetings of the Council:

(a) At all meetings of the University Council, a quorum shall be the nearest whole number above half the membership of the Council;

(b) Decisions of the University Council shall be by a simple majority vote of those present and voting, provided that the Chairperson of the Council shall have a casting vote in case of an equality of votes and provided also that in the enactment of Statutes, the provision of section 35 (2) of the Charter shall apply;

(c) In order to guarantee that the property and foundational aims and objectives of Strathmore University are duly protected, any two members of the University Council may, within fifteen days of a decision, appeal to the Trustees for its revision, amendment or waiver. The decision shall stand suspended until a final decision is reached by the appeal body;
(d) The Chairperson may at any time call a meeting of the University Council after giving a two-week notice to all its members. The Chairperson shall be required to call a meeting within twenty-eight days of receiving a request for that purpose addressed to him and signed by at least a third of the membership of the Council;

(e) The Chairperson, or in his absence, the Vice Chairperson, shall preside at all meetings of the University Council. In the absence of the Chairperson and the Vice-Chairperson, the members present and forming a quorum shall elect one person from among them to chair the meeting;

(f) The University Council shall cause minutes of its proceedings to be kept by the officer designated for that purpose and such minutes shall be confirmed and signed, subject to any necessary amendments;

(g) The University Council may, subject to such limitations as it may deem fit, delegate any of its powers or duties to the Chairperson or to committees consisting of such members of the University Council and other persons as it may determine. The University Council shall not delegate to the Chairperson or a committee, the power to approve without further reference to the University Council, the annual estimates of revenue and expenditure and audited accounts; and

(h) In order to facilitate the smooth running of its affairs, the University Council may establish such committees with the membership and with such terms of reference as it may deem fit. The terms of reference for the University Council Committees, as currently established, are contained in the Statutes.

**STATUTE 31: COMMITTEES OF THE UNIVERSITY COUNCIL**

(1) In order to facilitate the smooth running of its affairs, the University Council may establish such committees with the membership and with such terms of reference as it may deem fit.

(2) The following are the University Council Committees:

   (a) Oversight Committee
   
   (b) Finance Committee
(c) Audit & Compliance Committee
(d) Fundraising & External Relations Committee
(e) People & Culture Committee
(f) Any other Committee established by the University Council from time to time

(3) The University Council shall nominate the Chairperson of each committee of the Council provided that in the absence of the Chairperson of any committee, the members present and constituting a quorum may elect one person from among them to chair the meeting.

(4) The Chairperson of the University Council and the Vice-Chancellor shall be members of every other committee of the Council other than the Committees in which they are appointed members or the Chair.

(5) Meetings of the University Council Committees shall be held at least once every quarter in a calendar year at such a place and time as the Chairperson of the University Council may determine.

**STATUTE 31: A- OVERSIGHT COMMITTEE**

(1) The Committee shall be responsible for the following matters:

(a) The Committee will receive and consider annual reports from the Management Board on the progress and implementation of the strategic plan and will carry out annual review of performance of the University regarding attainment of the strategic goals, and report to the Council;

(b) Monitoring and reviewing policies related to management strategies including efficient planning, decision-making processes and models for continuous improvement and reporting to the Council;

(c) Monitoring the University’s governance arrangements, policies relating to reporting and disclosing information about the University, general supervision of University policies, statutes and regulations and reporting to the Council;
(d) Receiving and considering proposals from the Academic Council through the Management Board on policies, strategies and regulations governing recruitment and admission of students, development of new academic programmes, academic staff development, learning and teaching, academic quality assurance, scholarships and bursaries, student mentoring, student discipline, Student Council, research management, innovation, and intellectual property, honorary degrees and higher doctorates; and

(e) Monitoring and reviewing academic processes and related academic resources with a view to assuring and safeguarding the University’s mission and vision, educational philosophy, educational aims, policies and standards, in respect to students, access and equity, curriculum design, student support, academic resources (lecturers, learning and information resources, ICT resources), research and innovation and the enhancement of good practice in higher education.

(2) Members of the Committee shall be:
   (a) Two members of the Council, one of whom shall chair the Committee;
   (b) The Vice-Chancellor;
   (c) The University Secretary;
   (d) Deputy Vice-Chancellor for Academic & Student Affairs who shall be the Secretary to the Committee;
   (e) Deputy Vice-Chancellor for Research & Innovation;
   (f) Deputy Vice Chancellor for Planning and Development; and
   (g) One person appointed by the Council from industry or higher education sector.

(3) The Committee will submit its reports and Minutes to the University Council at least once every Quarter of the year.

**STATUTE 31: B- FINANCE COMMITTEE**

(1) The Finance Committee shall have the following responsibilities:

   (a) Overseeing the preparation and annual review of five-year rolling budgets for all aspects of the academic services and other activities of the University and reporting to the Council;
(b) Making recommendations to the Council on annual budgets in the light of the overall plan, the annual operating budgets from the academic units and other cost centres, and other relevant information;

(c) Giving advice to the Council on the needs of the University as established by its plans, in order that the Council can take these views into account when establishing investment policy;

(d) Reviewing the University’s financial strategy for approval by the Council;

(e) Dealing with strategic issues concerning financial risk management and advising the Council appropriately;

(f) Reviewing the University’s annual financial statements and reporting to the Council;

(g) Receiving and considering annual external audit reports submitted by external auditors and, making recommendations to the Council;

(h) Reviewing the University’s financial regulations from time to time and recommending any necessary changes in those regulations to the Council;

(i) Reviewing University’s investment policy from to time and reporting to the Council;

(j) Overseeing the University’s financial management and financial control systems and making quarterly reports to the Council;

(k) Such other actions on behalf of the University Council in relation to the University’s financial operations as may be required from time to time; and

(l) The Committee will submit its reports to the University Council.

(2) The Membership of the Committee shall be as follows:

(a) Two members of the Council one of whom shall chair the Committee;

(b) The Vice-Chancellor;

(c) The University Secretary who shall be the Secretary to the Committee;

(d) The Executive Director of Finance; and

(e) One person with experience in financial management appointed by the Council from business and industry.

(3) The Committee will submit Reports and Minutes to the University Council at least once every Quarter of the year.
STATUTE 31: C-AUDIT & COMPLIANCE COMMITTEE

(1) The Audit and Compliance Committee shall have the following responsibilities:

(a) Providing leadership and advising Council on strategic issues related to risk management, quality assurance, and compliance with benchmark standards and statutory regulations;

(b) Reviewing and monitoring the effectiveness of the University’s risk management policies and strategies in mitigating identified potential risks and in improving management and control;

(c) Receiving and considering proposals from the Director Internal Audit on the internal audit and compliance work plans, and making recommendations to Council for approval;

(d) Receiving and considering quarterly internal audit and compliance reports submitted by the Director Internal Audit and making recommendations to the Council;

(e) Receiving and reviewing quarterly reports on the progress of the implementation of recommendations in the action plans contained in both the internal audit and compliance reports and the external audit reports;

(f) Reviewing and monitoring the effectiveness of the University’s quality assurance policies, strategies, and procedures in enhancing quality of academic and auxiliary processes in the University;

(g) Receiving and considering proposals on quality review cycle and internal quality assessment plans from the Management Board and making recommendations to Council for approval;

(h) Receiving and considering annual quality assurance reports submitted by the Management Board and making recommendations to the Council;

(i) Receiving and reviewing quarterly reports on the progress of the implementation of recommendations in the action plans contained in annual quality assessment reports; and
(j) The Committee will submit its Reports and Minutes to the University Council.

(2) The members of the Committee shall be:
(a) Two members of Council, one of whom shall chair the Committee;
(b) The Vice-Chancellor;
(c) The University Secretary;
(d) Director of Internal Audit who shall be the Secretary to the Committee;
(e) Deputy Vice Chancellor for Planning and Development; and
(f) One person with suitable experience appointed by the Council.

(3) The Committee will submit Reports and Minutes to the University Council at least once every Quarter of the year.

STATUTE 31: D- FUND RAISING & EXTERNAL RELATIONS COMMITTEE

(1) The Committee shall be responsible for the following:
(a) Reviewing and monitoring the effectiveness of the University’s fund raising strategies and policies and making recommendations to the Council;

(b) Receiving and considering proposals from the Management Board on policies, strategies and regulations governing the planning, execution and management of fundraising initiatives in the University and making recommendations to the Council;

(c) Providing leadership and strategic guidance in the identification of individual donors and organisations for purposes of soliciting development funds;

(d) Reviewing on a quarterly and annual basis the performance of the University against the fund raising goals and targets and making reports to the Council;
(e) Providing leadership and strategic guidance in engaging the external stakeholders including the University’s alumni and industry business partners in fund raising initiatives of the University;

(f) Monitoring and reviewing the University’s communications policies and strategies in connection with managing its relationships with external stakeholders, enhancing the corporate image of the University, and attaining distinguished positioning in the higher education market-place both locally and internationally; and

(g) Reviewing and monitoring the effectiveness of the University’s community engagement policies and strategies and the effectiveness of the Community Service Centre (CSC) as the University’s social responsibility initiative and providing strategic guidance and support on how to leverage CSC for fundraising.

(2) The Committee will submit Reports and Minutes to Council at least once every Quarter of the year.

(3) The members of the Committee shall be:
   (a) Two members of the Council one of whom shall chair the Committee;
   (b) The Vice-Chancellor;
   (c) The University Secretary;
   (d) The Deputy Vice Chancellor for Planning and Development who shall be the Secretary to the Committee;
   (e) Executive Director Strathmore Alumni who shall be in attendance;
   (f) Executive Director of Marketing and Communication;
   (g) One person with experience and special interest in fundraising appointed by the Council; and
   (h) Executive Director of Strathmore University Foundation who shall be in attendance.
STATUTE 31: E - PEOPLE AND CULTURE COMMITTEE

(1) The Committee shall oversee the formulation and subsequent monitoring and review of policies and strategies on employment of all University staff, including policies on recruitment and selection, staff development and training, performance management and salaries and other conditions of service.

(2) The Committee shall be responsible for the following matters:

(a) Reviewing and monitoring the implementation and effectiveness of the University’s employment policies through regular reports provided by the Management Board;

(b) Overseeing the relations between the University and its employees;

(c) Receiving regular reports from the Management Board on: enterprise bargaining and similar industrial relations matters, University-wide staff surveys, any disciplinary matters which have the potential to receive external public scrutiny;

(d) Reviewing and making recommendations to the University Council, the salaries and other terms and conditions of service of the Vice Chancellor, the Deputy Vice Chancellors, the University Secretary, and such other senior officers of the University as the Council may from time to time determine;

(e) Monitoring key performance indicators as agreed by the Council;

(f) Receiving and considering proposals on strategy and policy in all matters relating to the recruitment, reward, retention, motivation and development of the University’s staff, and making recommendations to the University Council;

(g) Receiving reports from the Management Board relating to promotion, regrading, the awarding of additional salary increments and contribution payments to salaried staff;

(h) Receiving reports from the Management Board of all honorary titles and personal titles awarded;
(i) Receiving reports from the Management Board on the monitoring, evaluation and development of the University’s staff culture evolution and recommending means to ensure that it adheres to the University’ Mission and Core values;

(j) Receiving and considering reports, at least annually, from the Management Board concerning the terms and conditions of service of employees, of the University, and making recommendations to the University Council; and

(k) Considering and advising on matters referred by Council or the Vice-Chancellor.

(3) The Committee shall consist of:

(a) The Chairperson of the Council;

(b) A council member from the Finance Committee of the University Council;

(c) The Vice-Chancellor;

(d) The Council may appoint two other additional members;

(e) The University Secretary who shall be the Secretary to the Committee;

(f) Executive Director for People and Culture who shall be in attendance; and

(g) One person with suitable experience appointed by the Council.

(4) The Committee will submit its Reports and Minutes to the University Council at least once every Quarter of the year.

STATUTE 32: MANAGEMENT BOARD

(1) The Management Board (MB) shall be constituted according to section 15 of the Charter.

(2) The MB shall consist of the Vice-Chancellor, the University Secretary, the Deputy Vice-Chancellors, the Executive Director of Finance, and a number of senior officers of the University appointed by the University Council to sit on the
Board, provided that the number of members shall not be less than seven or exceed nine.

(3) The Vice-Chancellor shall be the Chairperson of the MB. The University Secretary shall be the Secretary to the Board and will be responsible for preparing the agenda for Board meetings in consultation with the Vice-Chancellor. The University Secretary will also be responsible for following up the implementation of action plans arising from the decisions of the MB.

(4) The MB may from time to time co-opt other persons as members of the MB for specified purposes to serve for a specified duration of time. The MB shall determine the voting rights and other specifications of co-opted members on a cases by case basis.

(5) The Director of Corporate and Legal Affairs shall attend meetings of the MB but shall have no voting rights at such meetings.

(6) The Chairperson of the MB may invite other officers of the University to attend MB meetings when specific matters pertaining to their departments or offices are being discussed. Such officers in attendance shall not be eligible to vote.

(7) There shall be an Executive Committee of the MB comprising the Vice Chancellor, the University Secretary, Deputy Vice-Chancellor for Academic and Student Affairs and the Executive Director of Finance, with a proviso to consult any of the members of the MB when the matter concerns their Office. This Executive Committee shall have responsibility to deal with operational management and financial decisions requiring Management Board’s action on a day to day basis.

(8) The Management Board shall:

(a) Oversee the day to day running of the University;

(b) Coordinate and control the development, planning, management and administration of the University and its resources in accordance with approved policies, rules and regulations;

(c) Propose to the University Council rules and regulations for the administration of the University and for the execution of its programmes and plans;
(d) Prepare master and strategic development plans and formulate development priorities, and submit proposals to the University Council;

(e) Formulate and monitor the effectiveness of the University’s financial regulations and submit proposals to the University Council;

(f) Formulate and monitor the effectiveness of the University’s financial strategy and submit proposals to the University Council;

(g) Monitor the effectiveness of the University’s financial management and financial control systems and make quarterly reports to the University Council;

(h) Prepare five-year rolling budgets for all aspects of the academic services and other activities of the University and submit proposals to the University Council;

(i) Submit proposals to the University Council on annual budgets in the light of the overall plan, the annual operating budgets from the academic units and other cost centres;

(j) Formulate, and monitor the effectiveness of strategies and procedures for risk management in all processes and operations in the University and submit proposals to the University Council;

(k) Submit annual financial statements to the University Council for review;

(l) Formulate the University’s investment policy and submit proposals to the University Council;

(m) Submit proposals to the University Council concerning strategic plans, annual budgets, development priorities, staff development plans, academic programmes, research programmes, terms and conditions of service, fund-raising strategies, student welfare, public relations policies, academic partnerships and linkages with other universities, collaborations with industry, partnerships and internalization as well as any policies and any matters related to the development, management and administration of the University;

(n) Enter into, vary, carry out or cancel contracts on behalf of the University Council, including contracts of employment with academic or administrative Staff of the University;
(o) Review methods of instruction and teaching, promote research within the University in coordination with the Academic Council and require reports on such research to be made from time to time; and

(p) Authorize the initiation of legal proceedings or defend or compromise legal proceedings in the name of and on behalf of the University Council.

(9) The MB shall have the power to appoint or dismiss academic and administrative staff, except those whose appointment is reserved for the University Council. The MB shall report to the University Council all such appointments or dismissals.

(10) Decisions of the MB shall be reached by a simple majority vote of those present and voting, provided that the Chairperson of the Board shall have a casting vote in case of an equality of votes.

(11) The MB shall meet at least once every week, provided that the Vice-Chancellor may at any time call a meeting of the MB.

(12) The Vice-Chancellor, or in his absence, the University Secretary, shall preside at meetings of the MB. In the event of incapacity or long absence from the University of the Vice-Chancellor, the acting Vice-Chancellor appointed in accordance with the terms and conditions described in the University’s Policies shall preside at meetings of the MB.

(13) The MB may delegate any of its powers to the Vice-Chancellor or to a committee consisting of members of the MB and other persons.

(14) The Vice-Chancellor shall be an ex-officio member of every committee of the MB, but shall not be the Chairperson of any such committees unless expressly provided for by the Charter or these Statutes.

(15) Subject to the Charter and these Statutes, the MB shall have powers to regulate procedures of its own meetings and those of any of its committees.

(16) The MB shall exercise any other powers and duties as may be assigned or delegated to it by the University Council in as much as such powers and duties do not infringe or contradict the powers and duties of the Academic Council.
STATUTE 33: COMMITTEES OF THE MANAGEMENT BOARD

(1) The Management Board (MB) may constitute standing and *ad hoc* committees from time to time.

(2) The following are the standing committees of the Management Board:

(a) University Services Committee;

(b) Academic Services Committee;

(c) Quality Assurance Steering Committee;

(d) Staff Appointment Committees;

(e) People and Culture Committee;

(f) Budget Advisory Committee;

(g) Investment Committee;

(h) ICT Services Committee;

(i) Procurement Committee; and

(j) Any other Committee established by the Management Board from time to time.

STATUTE 33: A - UNIVERSITY SERVICES COMMITTEE

(1) The University Services Committee shall be responsible for:

(a) Overseeing the running and operations of the University services covering administrative services (transport, parking, facilities, stores, venues and events, environmental health and safety), catering services, cleaning services, health services and accommodation services in accordance with University policies, strategies and quality assurance system;
(b) Reviewing, on a monthly basis, the performance of the functional sections falling under the University Services department, against the strategic goals and targets, and making reports to the Management Board.

(c) Conducting annual comprehensive customer satisfaction surveys, analysing the results and submitting the reports to the Management Board;

(d) Promoting the use of service level contracts to enhance the quality of services provided by the University to its diverse stakeholders; and

(e) Reviewing and monitoring the effectiveness of the policies, strategies and regulations that govern the provision of services in the University and making recommendations to the Management Board.

(2) The Committee shall meet at least once every week and submit its reports to the Management Board on matters concerning policy, strategy and performance on a monthly basis. The meetings of the Committee shall be chaired by the Executive Director of University Services; the Secretary to the Committee shall be the Director of Administrative Services. The Chairperson may invite other Heads of departments to meetings of the Committee whenever there is need to do so. Persons invited in this manner will have no voting rights at meetings of the Committee. The Office of the Director for Administrative Services shall provide administrative support to the Committee.

(3) The members of the Committee shall be:

(a) The Executive Director of University Services;

(b) The Director of Administrative Services;

(c) The Director of Health Services;

(d) The Manager of Catering Services;

(e) The Manager of Cleaning services; and
(f) Any other members as shall be appointed by the Management Board from time to time.

**STATUTE 33: B - ACADEMIC SERVICES COMMITTEE**

(1) The purpose of the Academic Services Committee (ASC) is to coordinate administrative matters associated with application of the University’s academic policies and strategies pertaining to learning, teaching, and assessment.

(2) The Committee shall be responsible for coordinating most aspects of academic administration, including allocation of resources, administrative support for the student career from admission to graduation, and centrally managed student services such as mentoring and student career development.

(3) The membership of the Committee shall be composed of:
   
   (a) Exam Managers;
   
   (b) Administrative Managers;
   
   (c) Quality Assurance Managers;
   
   (d) Registrar or their designee;
   
   (e) The University Librarian;
   
   (f) The Director of Centre for Teaching Excellence and Educational Innovation;
   
   (g) The Director of Admissions Services;
   
   (h) Dean of Students;
   
   (i) Director of Strategy & Quality Assurance;
   
   (j) The Academic Manager in the Registrar’s Office
(k) The Director of ICT Services and the Executive Director, Finance shall be invited to the meetings of the Committee from time to time as necessary; and

(l) Any other members as shall be appointed by the Management Board from time to time.

(4) The Committee will serve as a forum for senior managers of the University’s academic enterprise to share information, promote discussion and exchange of ideas in the coordination of academic service functions.

(5) The Registrar shall convene and chair meetings of the ASC. The Academic Manager in the Registrar’s Office will be responsible for preparing the agenda for meetings of the Committee in consultation with the Deputy Vice-Chancellor for Academic & Student Affairs, and for convening the meetings. The Office of the Registrar shall provide administrative support to the Committee.

(6) The Academic Manager in the Registrar’s Office will be responsible for monitoring and following up of the implementation of action plans resulting from the decisions of the Committee to ensure completion.

(7) The Committee shall be responsible for the coordination and monitoring performance of administration in the following areas of activity which impact on the academic policy of the University, with the aim of ensuring effective service delivery and continual quality improvement:

(a) Implementation and evaluation of the University’s strategies and policies in relation to learning, teaching and assessment, and identifying challenges;

(b) Compliance with general regulations, codes of practice and all regulatory arrangements associated with learning, teaching and assessment across the University;

(c) Adoption of strategically-led enhancement initiatives, activities and institution-wide changes designed to enhance students’ learning experience;

(d) Dissemination, promotion and evaluation of good practice identified internally and externally in relation to learning, teaching and assessment;
(e) Implementation and evaluation of the University’s quality assurance system in collaboration with the Quality Assurance Office;

(f) Monitoring and reviewing leading indicators of the quality of the student experience identified by the University, and determining any necessary interventions;

(g) Monitoring the implementation of the University’s graduates’ employability strategy and reviewing leading performance indicators of the development of the employability of students and graduates;

(h) Implementation and evaluation of effective organizational, physical and technological infrastructures for learning and teaching;

(i) Fostering and promoting use of data-driven strategies and analytics across the University;

(j) Fostering and promoting use of performance evaluation and assessment schemes which measure performance and productivity of faculty in quantitative and qualitative terms across the University.

(k) Ensure that academic policies and regulations are duly promulgated and, consistently applied and complied with by all schools and support service departments in all critical academic activities, including teaching plans and course scheduling; course management and delivery of curricula; admission and enrolment of students; course requirements; class scheduling and timetabling; class sizes and room allocation; quality assurance in teaching and learning; management of student progression and completion rates; academic staff management; administration and management of examinations; student discipline and grievances; setting of tuition fees; and students’ record management; student debt management; management of class attendance; and student work based learning and internship;

(l) Review and evaluate the performance of individual schools on the basis of effective application and compliance with policies, rules and regulations in the management of the critical activities enumerated. The Committee shall develop an instrument for assessing and rating performance. This assessment
should be done every semester, the results analyzed and a report submitted to the Management Board;

(m) Monitoring and reviewing effectiveness in the provision of services in the areas of course information; student recruitment and admissions; new semester registrations; preparation of the University calendar; academic timetabling and course scheduling; library services; ICT services; student mentoring services; student career development services; certification of enrolment and degrees awarded; administration of examinations; processing graduation list and conduct of graduation ceremonies; and protection and release of academic transcripts and degree or diploma certificates. Quarterly reports should be submitted to the Management Board covering a review of performance in these areas (by the respective support departments);

(n) Ensure that the Academic Management System (AMS) is widely used by academic departments in the management of student records and processing and publishing of examination results;

(o) Preparing and recommending to the Academic Council for approval all academic calendars, schedules and timetables;

(p) Coordinating with the Institutional Data Management Office to conduct a comprehensive customer satisfaction survey annually, and submit a report on the findings to the Management Board; and

(q) Organising an annual ‘administration conference’ for staff who work in administrative and support roles at Strathmore University. The aim of the conference is to provide staff with an opportunity to come together to broaden their knowledge about the range of projects and services within the University.

(8) The Committee will:

(a) Receive and consider reports and recommendations from Management Committees of Colleges, Schools and Institutes related to learning, teaching and assessment, and supporting students’ learning success. The reports must be signed by the chair of the management committee in every case;
(b) Liaise with the Council of Deans through its chair on matters of policy and strategy, and mechanisms for measuring student success and institutional effectiveness; and

(c) Liaise with the Education Committee and Quality Assurance Steering Committee on matters of quality assurance and improvement in relation to teaching, learning and assessment and student experience.

(9) The Committee shall meet at least once every month and it shall submit quarterly reports to the Academic Council and the Management Board.

**STATUTE 33: C - QUALITY ASSURANCE STEERING COMMITTEE**

(1) The Quality Assurance Steering Committee (QASC) shall be responsible for ensuring compliance with overall quality assurance in the University.

(2) The Committee shall be responsible for academic quality benchmarks and standards in teaching and research departments across the University.

(3) The Deputy Vice Chancellor Planning and Development shall be the Chairperson of the Committee.

(4) The Secretary of the QASC shall be the Director of Strategy & Quality Assurance who will be responsible for organising the agenda and convening meetings of the Committee.

(5) The Committee shall have the following responsibilities:

   (a) Establishing quality enhancement policy and strategy;

   (b) Providing University-wide monitoring of quality assurance processes and ensuring quality compliance across the University;

   (c) Developing a framework for benchmarking regionally and internationally;

   (d) Establishing policies and guidelines to maintain and improve educational quality in the following areas: academic management of courses and programs, student assessment, academic integrity, effective and excellent teaching;

   (e) Establishing a framework for institutional self-assessment.

(6) The Committee shall meet once every month and submit quarterly reports to the Management Board.
The Committee shall comprise the following members:

(a) The Deputy Vice-Chancellor for Planning and Development;
(b) The Director of Strategy & Quality Assurance;
(c) The Registrar;
(d) The Director of Educational Development;
(e) Director of Faculty Affairs;
(f) A Senior Academic Staff approved by the Academic Council, for a 2-year term;
(g) Dean of Research and Innovation;
(h) University Librarian;
(i) The Executive Director-University Services;
(j) The Director of ICT Services;
(k) The Director Graduate Studies; and
(l) Any other members as shall be appointed by the Management Board from time to time.

STATUTE 33: D - STAFF APPOINTMENT COMMITTEES

(1) The Staff Appointment Committee(s) shall examine the academic and professional credentials and overall suitability of candidates who have been short-listed for appointment to various academic and administrative posts in the University. After interviewing the candidates, the respective Committee will make appropriate recommendations to the Management Board.

(2) Academic Staff at the Level of Professors, Associate Professors and Senior Management/Administrative staff:

(a) The Chairperson of the University Council shall chair the Appointment Committee for academic staff at the level of Professor, whereas the Vice-Chancellor will chair the Appointment Committee for academic staff at the level of Associate Professor and for senior management and administrative staff.

(b) The Chairperson of the Appointment Committee may require that the credentials of short-listed candidates be reviewed by external assessors who
are experts in the candidates’ areas of specialisation before the committee meets to consider the candidates for appointment. The Chairperson may also invite suitably qualified experts from outside the University to sit in the appointment committee for specific candidates. Such invited members shall have the right to vote.

(c) The other members of the Committee shall include the University Secretary, the Deputy Vice-Chancellors, the Head of the respective department, the Executive Director for People and Culture, who shall be the Secretary to the Committee, and a senior member of Academic Staff of the rank of Professor or Associate Professor appointed by elected by the professoriate to serve for a term of 2 years.

(3) Members of the Appointment Committee for Academic Staff of the level of Lecturer to Senior Lecturer and equivalent academic grades shall be as follows:

(a) The Deputy Vice-Chancellor for Academic & Student Affairs, who shall chair the Committee;

(b) The Dean of the respective colleges/ School/ Institute;

(c) The Registrar;

(d) The Executive Director for People and Culture, who shall be the Secretary to the Committee;

(e) A member of Academic staff of the rank of at least Senior Lecturer in the candidate’s area of specialization; and

(f) Any other members as shall be appointed by the Management Board from time to time.

(4) Members of the Appointment Committee for management-level Administrative and Supervisory Staff shall be:

(a) The University Secretary, who shall chair the Committee;

(b) The Registrar or their designee;

(c) Executive Director of University Services;

(d) Executive Director of Finance;

(e) Head of respective departments;

(f) The Executive Director for People and Culture, who shall be the Secretary to the Committee; and
(g) Any other members as shall be appointed by the Management Board from time to time.

STATUTE 33: E - PEOPLE AND CULTURE COMMITTEE

(1) The People and Culture Committee shall have the charge to promote professional development of faculty and administrative staff of the University and improve the quality of service and support provided to them. In this capacity, it serves as the primary locus of dialogue in the formulation, review and recommendation of university programmes, policies, procedures and initiatives pertaining to the responsibilities, rights, and compensation of all employees of the University. The People and Culture Committee shall make its recommendations to the Management Board.

(2) The People and Culture Committee shall:

(a) Initiate, review, and/or recommend policies affecting the rights and responsibilities of all staff and recommend changes to the staff manual;

(b) Initiate, review, and/or recommend proposals, University initiatives, and programmes for staff development;

(c) Review and evaluate proposals on compensation/benefits to ensure that they promote staff achievement, reflect sound personnel practice, and recommend changes to the salary grade classification system;

(d) Ensure the appropriate consultation with staff, faculty, and students in the Committee's deliberations;

(e) Monitor and invite feedback on the effectiveness of staff policies and strategic initiatives;

(f) Promote adequate support for faculty teaching, advising, scholarship, creative work, and service;

(g) Ensure that guidelines and criteria for recruitment and hiring of faculty and for promotion advance the mission and goals of the University;
(h) Ensure the fairness and efficiency of University disciplinary and grievance procedures for all categories of staff;

(i) Overseeing the implementation and review of policies and strategies on employment of all University staff, including policies on recruitment and selection, staff development and training, performance management and remuneration of staff, and other terms and conditions of service;

(j) Review and evaluate the effectiveness of the University’s employment policies and provide regular reports and advice to the Management Board;

(k) Oversee the relations between the University and its employees;

(l) Review and make recommendations to the Management Board on the salaries and other terms and conditions of service of all University employees, other than those of the Vice-Chancellor, the Deputy Vice-Chancellors, the University Secretary, and such other senior officers of the University as the University Council may from time to time determine;

(m) Establish a performance management scheme and use it in monitoring key performance indicators of all staff, as agreed by the University Council;

(n) Submit proposals and recommendations to the Management Board on strategy and policy in all matters relating to the recruitment, reward, retention, motivation and development of the University’s staff;

(o) Provide reports to the Management Board relating to promotion, re-grading, the award of salary increments and contribution payments to salaried staff;

(p) Submit annual reports and any recommendations and proposals thereof to the Management Board concerning the terms and conditions of service of employees of the University; and

(q) Conduct annual staff satisfaction surveys and submit reports to the Management Board.
(3) The Chairperson of the Committee shall be the University Secretary; and its Secretary shall be the Executive Director for Human Resources who shall be responsible for organising the agenda and convening meetings of the Committee, and submitting timely reports to the Management Board.

(4) Members of the People and Culture Committee shall be as follows:

(a) The University Secretary - Convenor & Chair;

(b) The Deputy Vice-Chancellor for Academic and Student Affairs;

(c) The Deputy Vice-Chancellor for Planning & Development;

(d) People and Culture Managers of colleges/ schools/ institutes;

(e) One School Dean/Institute approved by the MB, to serve for one term of 2 years;

(f) One Senior member of academic staff of the rank of at least senior lecturer, approved by the MB to serve for one term of 2 years;

(g) One senior manager of the rank of at least director, approved by the MB, to serve for one term of 2 years;

(h) The Executive Director of Finance;

(i) The Registrar or their designee;

(j) The Executive Director for People and Culture who shall be the Secretary; and

(k) Any other members as shall be appointed by the Management Board from time to time.

(5) The Committee will meet at least once every quarter and will submit timely reports to the Management Board.
STATUTE 33: F - BUDGET ADVISORY COMMITTEE

(1) The Budget Advisory Committee shall be responsible for the allocation and monitoring of University resources in a fair and transparent manner.

(2) The guiding principle of this Committee shall be that budgeting should be an ongoing process and should be done in consultation with all organisational units of the University.

(3) The Budget Advisory Committee, working in on-going consultation with the Vice-Chancellor and the Deputy Vice-Chancellors, shall:

   (a) Advise the Vice-Chancellor and the Management Board on general budget policy issues that affect the University;

   (b) Recommend budget allocations for strategic initiatives; and provide annual recommendations to the MB regarding budget allocations in line with University strategic planning;

   (c) Maintain a highly transparent, informative, and participatory general budgeting process;

   (d) Review annually the relationship of enrolment targets to the proposed budget;

   (e) Advise the Vice-Chancellor regarding the format for reporting annual budget data to the University community in a thorough and consistent manner such that annual changes in the budget are easily tracked and understood;

   (f) Advise the Vice-Chancellor and the MB on significant or unanticipated events during the fiscal year that have a significant effect upon budget allocations;

   (g) Advise Academic Council and its committees on the budgetary implications of matters within the jurisdiction of Academic Council and its Committees, including proposals for new educational, research or other programmes or initiatives, as required by Academic Council and its committees;
(h) Advise the VC and the MB on the review and development of academic budgetary priorities, major capital plans, and the allocation of funds;

(i) At the request of the VC or the MB, provide advice on matters related to the University's property, buildings and structures;

(j) Assist the MB in the development of budgetary policies, guidelines, processes and models;

(k) Assist the MB with the development of consultation and communication strategies related to budgetary matters;

(l) Study and recommend long-term policies for the allocation of financial resources.

(m) Examine budgets and advise the administration on the preparation of the budgets and the allocation of funds within budget categories;

(n) Maintain close contact with the Human Resource and Academic Services Committees so that the work of these committees is reflected in budget policies.

(4) Members of the Budget Advisory Committee shall be as follows:

(a) The University Secretary;

(b) The Executive Director of Finance;

(c) One Faculty Dean approved by the MB, for a 2-year term;

(d) The Registrar or their designee;

(e) Dean of SBS or designee;

(f) Executive Director of University Services;

(g) Executive Director for People and Culture;
(h) Manager, Budget Development (ex-officio);

(i) Any other members as shall be appointed by the Management Board from time to time.

(5) The Chairperson of the Committee shall be the University Secretary, and its Secretary shall be the Executive Director of Finance who shall be responsible for organising the agenda and convening meetings of the Committee, and submitting timely reports to the Management Board. The Office of the Executive Director of Finance shall provide administrative support to Committee.

(6) The Budget Advisory Committee shall convene at least once a quarter per year. A quorum of any meeting of the Committee shall consist of a majority of its voting members.

(7) The Chair, in collaboration with the Executive Director of Finance shall be responsible for establishing the agendas for meetings. An agenda, together with relevant materials, shall be sent to committee members at least seven days in advance of the meeting. Minutes for all meetings shall be reviewed by the committee chair, and approved by committee members at the following meeting.

STATUTE 33: G - INVESTMENT COMMITTEE

(1) The purpose of the Investment Committee is to maintain the prudent and effective investment of the University’s financial assets, and oversee management of the endowment funds.

(2) The primary objective of the Committee is to optimize the performance of the University’s investment programmes. This includes developing investment policies, strategic asset allocation, policy and performance benchmarks, and risk management practices.

(3) The Executive Director of Finance shall have the responsibility for management of the University’s investments, including selecting the investment managers and consultants, and seeking advice from the Committee and approval from the MB as required.
(4) Responsibilities of the Committee are:

(a) Provide tactical oversight of the investment management programme and assure that the policies established by the University are implemented and adhered to;

(b) Establish, review, and update the investment policy for approval by the MB. Oversee the adoption of appropriate risk management policies and procedures to manage, to the extent possible, market, liquidity, operational, credit, and other investment and asset management risks;

(c) Develop guidelines for retaining investment managers, standards against which their performance will be measured, and a schedule for conducting evaluations;

(d) Review overall investment performance, asset allocation, and expenses. Report on investment performance and changes in investments to the MB at least on a quarterly basis; and

(e) Execute other such duties as delegated by the MB.

(5) The members of the Investment Committee shall be:

(a) University Secretary;

(b) Executive Director of Finance;

(c) An appointee of the Management Board

(d) Two persons who have investment, business or endowment expertise appointed by the Management Board;

(e) Manager, Treasury and Investment (ex-officio); and

(f) At least one person from the Strathmore University Foundation

(6) The Chairperson of the Committee shall be the University Secretary, and its Secretary shall be the Executive Director of Finance who shall be responsible for
organising the agenda and convening meetings of the Committee, and submitting reports to the Management Board. The Office of the Executive Director of Finance shall provide administrative support to the Committee.

(7) The Investment Committee shall convene at least once every quarter per year. A quorum of any meeting of the Investment Committee shall consist of a majority of its voting members.

(8) An agenda, together with relevant materials, shall be sent to Committee members at least seven days in advance of the meeting.

STATUTE 33: H - ICT SERVICES COMMITTEE

(1) ICT Services Committee shall have the broad function of reviewing ICT opportunities, risks and issues and advising the Management Board. The Committee shall be chaired by the University Secretary and its Secretary shall be the Director of ICT Services who shall be responsible for organizing the agenda and convening the Committee’s meetings.

(2) The Committee shall be responsible for the following matters:

(a) Reviewing ICT to ensure that it aligns with and extends the University’s Corporate, and submitting reports to the Management Board;

(b) Reviewing ICT budgets to ensure they are in line with University’s priorities and strategies;

(c) Reviewing and monitoring the effectiveness of ICT policy framework, and ensuring that it safeguards University’s ICT resources and facilitates the achievement of the University’s goals, and submitting reports to the Management Board;

(d) Reviewing and monitoring the effectiveness of the Information Security Management framework, and ensuring that adequate controls exist to mitigate identified ICT risks, and submitting reports to the Management Board;

(e) Reviewing and monitoring the effectiveness of the provision and administration of ICT services in the University and making recommendations to the Management Board; and
(f) Conducting annual customer satisfaction surveys and submitting reports to the Management Board.

(3) The Committee will meet at least once every quarter and submit reports to the Management Board on its work.

(4) Members of the ICT Services Committee shall be:
   (a) The University Secretary;
   (b) Director of ICT Services;
   (c) Dean, School of Information Technology and Engineering;
   (d) Directors of Support and Administrative Services of any School/Institute;
   (e) The Registrar or designee;
   (f) The University Librarian;
   (g) Executive Director of Finance; and
   (h) Any other members as shall be appointed by the Management Board from time to time.

**STATUTE 33: I - PROCUREMENT COMMITTEE**

(1) The Procurement Committee shall be responsible for ensuring that the University’s procurement policies and procedures are complied with and that the award of tenders pays due regard to the pricing, quality of goods and services, and ability of the bidder to supply the required goods and services within a stipulated time.

(2) The Committee shall be chaired by the University Secretary and its Secretary shall be the Director Procurement who shall be responsible for preparing the agenda and convening the Committee meetings.
(3) The members of the Procurement Committee shall be:

(a) The University Secretary;

(b) The Registrar or designee;

(c) Executive Director of University Services;

(d) Executive Director of Finance;

(e) Director of ICT Services;

(f) Director of Estates and Institutional Planning; and

(g) The Procurement Manager (ex-officio).

STATUTE 34 THE ACADEMIC COUNCIL

(1) The Academic Council (AC) oversees the University’s academic management, including the curriculum and all aspects of quality and standards associated with the University as a degree awarding body.

(2) The Academic Council shall be constituted according to section 16 of the Charter, and it shall be responsible to the University Council and the Management Board for all matters concerned with the academic functions and standards of the University.

(3) Members of the Academic Council shall be as follows:

(a) The Vice-Chancellor;

(b) The Deputy Vice-Chancellors;

(c) The University Secretary;
(d) The Registrar;

(e) The Deans of Colleges, Schools or Institutes;

(f) The Dean for Research and Innovation;

(g) The University Librarian;

(h) The Dean of Students;

(i) Director of Educational Development;

(j) Director of Faculty Development;

(k) Director of Graduate Studies;

(l) Director of Strategy & Quality Assurance;

(m) Chairperson of Education Committee;

(n) Chairperson of Student Affairs Committee;

(o) Chairperson of Internationalisation Committee;

(p) Two professorial members elected by the professoriate to serve for a term of 2 years;

(q) The Chairperson of the Board of Graduate Studies; and

(r) The Academic Council may invite a member of the University with pertinent information, knowledge or expertise to deliberate on various issues. Such a person will not have voting rights.

(4) Although heads of teaching departments are not members of the Academic Council, when the Academic Council deliberates specific issues pertaining to a
particular department, the head of that department may be invited to attend the meeting.

(5) The Vice-Chancellor shall be the Chairperson of the Academic Council, and the Deputy Vice-Chancellor for Academic & Student Affairs shall be the Secretary to the Academic Council, and will be responsible for following up the implementation of action plans arising from decisions of the AC.

(6) The Registrar will be responsible for preparing the agenda for Academic Council meetings in consultation with the Vice-Chancellor and the Deputy Vice-Chancellor for Academic & Student Affairs, for convening the AC meetings and for providing administrative support to the AC.

(7) The Academic Council shall have power to:

(a) Oversee and regulate the academic standards and content of any course of study in respect of any degree, diploma or certificate or other award of the University and make quarterly reports to the Management Board and the University Council;

(b) Make regulations regarding the eligibility of persons for admission to a course of study in the University and submit proposals to the University Council, through the Management Board, for approval;

(c) Make regulations regarding the standards of proficiency to be attained in each examination for any degree, diploma or certificate or other award of the University and submit proposals to the University Council, through the Management Board, for approval;

(d) Decide which persons have attained such standards of proficiency and are therefore fit to be granted a degree, diploma or certificate or other award of the University;

(e) Oversee the application of all University regulations and policies related to admission of students, learning and teaching, examinations and progression of students, graduation, recruitment and performance management of academic staff, and research management;
(f) Monitor the quality of learning and teaching in all academic programmes, and the quality of research; and continuously review and evaluate the quality of academic processes and performance;

(g) Approve the academic calendar and all teaching and examination schedules of the University;

(h) Oversee, monitor and continuously review the use of all physical facilities and equipment intended for academic purposes, as well as the learning and teaching resources, of the University;

(i) Oversee the application of all rules and regulations governing the welfare, conduct and discipline of students;

(j) Make regulations governing such other matters as are within its powers in accordance with the Charter or these Statutes; and

(k) Perform all such other acts as are or may be deemed incidental to the exercise of all or any of its powers mentioned above.

(8) Subject to the Charter and these Statutes, the Academic Council shall, in addition to all other powers vested in it, have the following powers and duties:

(a) To recommend to the University Council, through the Management Board, the establishment, abolition or harmonization of constituent colleges, faculties, schools, institutes, departments, divisions and centres as the Academic Council may from time to time deem necessary;

(b) To recommend to the University Council through the Management Board, the establishment or abolition of academic programmes and titles of certificates, diplomas, degrees and other awards of the University;

(c) To approve all syllabi and curricula of the University and report to the Management Board and the University Council;
(d) To propose to the University Council, through the Management Board, regulations governing methods of assessing and examining the academic performance of students;

(e) To review academic records for both undergraduate and graduate candidates for the purpose of admission into the University;

(f) To regulate the conduct of examinations;

(g) To appoint internal and external examiners and recommend to the Management Board the terms and conditions for their appointment;

(h) To approve all examination results;

(i) To approve the award of degrees, diplomas and certificates, including the award of honorary degrees, higher doctorates and other academic distinctions, and report to the Management Board and University Council;

(j) To determine which qualifications or credits from other Universities or institutions shall be acceptable as equivalent to particular qualifications of Strathmore University;

(k) To determine the procedure to be followed in the conferment of degrees and other awards;

(l) To determine the design of academic and graduation gowns and prescribe their use;

(m) To review teaching, research and staffing within any section of the University and make recommendations thereon to the University Council, through the Management Board;

(n) To promote collaboration and linkages with other institutions of higher learning and, with industry;
(o) To make regulations governing the award of fellowships, scholarships, bursaries, prizes and other awards, and submit recommendations to the Management Board and the University Council for approval;

(p) To promote the professional and academic welfare of students and academic staff of the University;

(q) To propose regulations and procedures for the conduct and discipline of students and make recommendations thereof to the University Council through the Management Board;

(r) To receive records and reports of proceedings of various academic boards of constituent colleges, faculties, schools, institutes and centres, consider any recommendations thereof, and make appropriate decisions;

(s) To recommend to the University Council, through the Management Board, appropriate criteria for appointment and promotion of academic staff of the University;

(t) To determine general policy matters relating to the library, laboratory facilities, teaching technologies, workshops and such other services that are in its view necessary for the furtherance of the educational aims of the University and report to the Management Board and the University Council;

(u) The Academic Council shall exercise such other powers as may be conferred on it by the Charter, the Statutes or other regulations, and to do such other acts as the University Council shall authorize;

(v) The Academic Council may, subject to the Charter, these Statutes and other regulations, establish committees consisting of such members of Academic Council or any other persons as it may deem fit and may delegate any of its powers or duties to its Chairperson or to any of its committees; and

(w) The Academic Council may, for good cause, withdraw from persons any degrees or other distinctions or titles conferred on them, and revoke any diplomas or certificates granted to them by the University and withdraw all privileges connected therewith.
Meetings of the Academic Council shall be held at least once every two months at such time and place as the Chairperson of the Academic Council may determine. All members of the Academic Council are required to attend all scheduled meetings unless explicitly exempted by the Vice-Chancellor.

The Vice-Chancellor, or in his absence, the Deputy Vice-Chancellor for Academic & Student Affairs, shall preside at meetings of the Academic Council. In the event of incapacity or long absence from the University of the Vice-Chancellor, the acting Vice-Chancellor appointed in accordance with the terms and conditions described in the University Policies and/or Regulations shall preside at meetings of the Academic Council.

Subject to the Charter and these Statutes, the Academic Council shall regulate its own affairs, and the conduct of its own meetings. However, the following procedures shall ordinarily be observed during meetings of the Academic Council:

(a) The Chairperson of the Academic Council may at any time call an extraordinary meeting of the Academic Council, and, in addition, shall call a meeting within ten days of receiving a request for that purpose addressed to him in writing and signed by not less than one third of the members of the Academic Council;

(b) The quorum for meetings of the Academic Council shall be the nearest whole number above half the membership of the Academic Council;

(c) Decisions of the Academic Council shall be arrived at by a simple majority vote of those present and eligible to vote. The Chairperson of the Academic Council shall have an original and a casting vote in case of an equality of votes;

(d) Notices and Agenda for ordinary meetings of the Academic Council shall be circulated to members at least one week before the scheduled date of the meeting; and

(e) Minutes of all proceedings of the Academic Council shall be recorded and kept by the Registrar. Minutes of any meeting shall be confirmed, subject to any corrections and amendments, and signed by the Chairperson and the
Secretary. Copies of the confirmed minutes of all meetings of the Academic Council shall be forwarded to the Secretary of the Management Board.

(12) There shall be an Executive Committee of the Academic Council comprising the Vice Chancellor, the Deputy Vice-Chancellor for Academic & Student Affairs, and the Registrar, with a proviso to consult or invite any members of the Academic Council if the matter concerns their Office. The Executive Committee may take and implement decisions on behalf of the Academic Council when necessary, and notify the Academic Council appropriately. The Chairperson of the Executive Committee shall be the Vice-Chancellor, and its Secretary shall be the Registrar.

(13) There shall be a Council of Deans comprising Deans of Colleges, Schools and Institutes, to provide the Deans with a forum where they can consult and share experiences on matters of joint interest to their respective academic centres. The Forum will be convened and chaired by the Deputy Vice-Chancellor for Academic and Student Affairs. This will not be a standing committee but will operate under the auspices of the Academic Council; its agenda will be determined by the DVC-ASA and the Deans on every occasion the forum is convened.

STATUTE 35: COMMITTEES OF THE ACADEMIC COUNCIL

(1) The Academic Council may constitute standing and ad hoc committees from time to time.

(2) The following are the committees of the Academic Council for the time being:

(a) College/School Academic Boards;

(b) Board of Graduate Studies;

(c) Education Committee;

(d) University Research Committee;

(e) Student Disciplinary Committee;
(f) Student Grievance Committee;

(g) Library Committee;

(h) Advisory Committee on Student Financial Aid;

(i) Student Affairs Committee;

(j) Timetabling Committee;

(k) Internationalisation Committee;

(l) Any other Committee as may be determined by the Academic Council from time to time.

**STATUTE 35: A - COLLEGE/ SCHOOL/ INSTITUTE ACADEMIC BOARDS**

(1) Each College, School or Institute teaching undergraduate or graduate courses shall be governed by a College/School/Institute Academic Board formed in accordance with clause 17(1) of the Charter. The Dean of the College, School or Institute shall convene and chair the College/School/Institute Academic Board. The School or Institute Manager or the Director of Administration, in the case of a College, shall be the Secretary to the Board and will be responsible for preparing the agenda for all Academic Board meetings in consultation with the Dean and for providing administrative support to the Board.

(2) The membership of the Academic Board shall be:

(a) Dean of the College, School or Institute;

(b) All professors and associate professors on full-time or proportional contracts, associate deans, heads of academic centres/departments, academic programme directors, and subject leaders, in that College, School or Institute;

(c) Academic staff who hold responsibilities for quality assurance, teaching and learning, curriculum development, examinations, graduate studies, research
and innovation, student internships, students affairs and student mentoring; and

(d) The School or Institute Manager or the Director of Administration of the College.

(3) The Vice-Chancellor and the Deputy Vice-Chancellor for Academics & Student Affairs shall be *ex-officio* members of all Academic Boards.

(4) A College/School/Institute Academic Board may, at its own discretion, invite other persons to attend its meetings in an advisory capacity, provided that persons so invited shall not acquire rights of membership to the Board and shall have no voting rights.

(5) Meetings of the College/School/Institute Academic Board shall be held at least once every month at such time and place as the Dean as Chairperson of the Academic Board may determine. All members of the College/School/Institute Academic Board are required to attend all scheduled meetings of the Board unless explicitly exempted by the Dean.

(6) The quorum for meetings of the Academic Board shall be the nearest whole number above half the membership of the Board.

(7) Decisions of the College/School/Institute Academic Board shall be arrived at by a simple majority of those present and eligible to vote. The Chairperson shall have an original and a casting vote in case of an equality of votes.

(8) Notices and Agenda for ordinary meetings of the Academic Board shall be circulated to members at least one week before the scheduled date of the meeting.

(9) Minutes of all proceedings of the Academic Board shall be recorded and kept by the Secretary to the Board. Minutes of any meeting shall be confirmed, subject to any corrections and amendments, and signed by the Chairperson and the Secretary. Copies of the confirmed minutes of all meetings of the Academic Board shall be forwarded to the Vice Chancellor, the University Secretary, the Deputy Vice Chancellor for Academic & Student Affairs, and the Registrar.
(10) A College/ School/ Institute Academic Board shall have the following responsibilities:

(a) To consider and make recommendations to the Academic Council upon all matters relating to admission of students, development and review of curricula, course scheduling, learning and teaching, examinations and student progression, academic planning, student mentoring, student work-based learning and internship, academic quality assurance, performance management of academic staff, research in the subject disciplines of the College, Institute or School, and academic partnerships and collaboration with other universities and industry;

(b) Setting strategic direction for the College, School or Institute, and monitoring and evaluating its performance against strategic objectives;

(c) To propose to the Academic Council rules and regulations governing the admission and progression of students in the College, School or Institute;

(d) To receive and consider reports on admission of students who apply to the University for admission to courses in the College, School or Institute, subject to the admission criteria approved by the Academic Council;

(e) To regulate the conduct of all examinations (both continuous assessment and final) in subjects offered in the school and to make appropriate recommendations to the Academic Council;

(f) To recommend to the Academic Council persons for appointment as internal and external examiners in the College, Institute or School;

(g) To submit to the Academic Council proposals for academic development in the School, including recommendations concerning syllabi and regulations dealing with courses of study for degrees and other awards; and

(h) To deal with any matters referred to it by the Academic Council.
(11) The Dean as the chairperson of the Academic Board has responsibility for providing effective leadership to the Board. In playing that role the Dean is responsible for ensuring that:

(a) The Board operates efficiently, and that its members work together effectively and have confidence in the procedures laid down for the conduct of business;

(b) Board meetings take place as scheduled and that minutes of meetings accurately record decisions taken;

(c) The Board, in reaching decisions, takes proper account of relevant University policies and/or guidelines issued by the Commission for University Education and other statutory bodies;

(d) Board members may speak when they need to, and, if necessary, a vote is taken and the result recorded;

(e) Copies of minutes of Board meetings are forwarded to the Vice Chancellor, the University Secretary, the Deputy Vice Chancellor for Academic & Students Affairs, and the Registrar;

(f) Action plans arising from decisions of the Board are implemented in a timely manner;

(g) Quarterly reports on Board performance are presented to the Academic Council in a timely manner; and

(h) Self-assessment of performance of the School against strategic objectives is carried out every year and a report submitted to the Vice Chancellor and the Academic Council by the last Friday of September each year.

(12) Each College/ School/ Institute Academic Board shall constitute itself into a College/ School/ Institute Board of Examiners whenever so required and shall meet to discuss and process examination results. The College/ School/ Institute Board of Examiners shall comprise all members of the College/ School/ Institute
Academic Board and all internal examiners who taught and examined courses in the College or School as well as external examiners who are able to attend.

(13) A Board of Examiners shall be convened for each programme, or set of programmes, to consider the performance of students considered worthy of an award of the University, including the award of credit. Boards of Examiners are directly responsible to the Academic Council for the conduct of their business.

(14) The function of a Board of Examiners is to:

(a) Confirm the module outcomes received from one or more Panels of Internal Moderators;

(b) Consider the academic performance of individual students as it relates to progression or award decisions;

(c) Agree on progression from one stage of a programme to another;

(d) Agree on awards and their classification.

(e) Approve the award of re-assessment opportunities; and

(f) Agree on the release of provisional module outcomes to students.

(15) Boards of Examiners shall not adjust marks.

(16) The Board of Examiners may determine the winners of departmental prizes, and nominate students for consideration for the award of College or University prizes.

(17) All members of the Board of Examiners are equal; no particular weight shall be given to the views of the external examiner(s). An external examiner has no veto in relation to decisions in relation to individual students. If a vote in any particular case is necessary, the Chair shall have the casting vote.
(1) The Board of Graduate Studies is a committee of the Academic Council, responsible for overseeing the administration of graduate studies and graduate research in the University.

(2) The Chairperson of the Board of Graduate Studies shall be appointed by the Vice-Chancellor from among senior members of academic staff, after approval by the Academic Council, to serve for a term of three years. The person so appointed will be answerable to the Deputy Vice-Chancellor for Academic and Student Affairs and to the Academic Council and will sit on the Academic Council for the duration of his or her term.

(3) The Director of Graduate Studies shall be the Secretary to the Board of Graduate Studies and shall work closely with the faculties and schools in organizing the work of the Board.

(4) The Board of Graduate Studies shall be made up of the following members:

(a) The Chairperson;

(b) The Director of Graduate Studies;

(c) Two Professorial members elected by the professoriate to serve for a term of 2 years;

(d) Chairpersons of Graduate Studies Committees of the different Colleges, Schools and Institutes of the University;

(e) The Dean of Research and Innovation;

(f) The Director of Educational Development;

(g) The Director of Faculty Development;

(h) The Board may invite two post-graduate student representatives to serve for a term of one year and such students will be ex officio members; and

(i) Any other members as shall be appointed by the Academic Council from time to time.

(5) The Board of Graduate Studies shall perform the following functions:
(a) Advise the Academic Council on policy and specific strategic considerations regarding graduate studies;

(b) Regulate the admission of all graduate students. The Board is the deciding authority on the adequacy of the entry qualifications of candidates for all graduate courses offered by the University. The Board has power to question and decline a school’s recommendation to make an offer to any candidate who does not meet these criteria;

(c) Develop minimum standards for doctoral training and doctoral qualification at SU in cooperation with the Colleges, Schools and Institutes. To offer support and advice to schools planning to establish programmes of that kind. in the design of doctoral programmes and the applications procedures involved;

(d) Make recommendations on the appropriate provision of academic resources and social facilities for graduate students in the University;

(e) Advise the Academic Council on matters relating to examinations for graduate degrees and higher doctorates. To oversee the conduct of examinations of doctoral degrees;

(f) Advise the Academic Council on the role and appointment of internal and external examiners for graduate degrees. Recommend to the Academic Council persons for appointment as supervisors of research students, and internal and external examiners for graduate courses and for theses and dissertations;

(g) Scrutinize all new graduate degree and course proposals and recommend approval to the Academic Council;

(h) To review graduate courses in the University as required;

(i) Consider external examiners’ reports and Student Feedback reports; and submit to the Academic Council annual digests of the comments made by the External Examiners and identify any areas for further action;
(j) Monitor the performance of the Office of Graduate Studies against strategic objectives; to advise on the management and activities of the Office of Graduate Studies;

(k) Review and evaluate policies, procedures and guidelines pertaining to graduate studies and graduate research; and make recommendations to the Academic Council;

(l) Act on matters relating to the establishment and award of graduate Scholarships, Prizes and Awards;

(m) Provide guidance to the Director of Graduate Studies; and

(n) Deal with any matters referred to it by the Academic Council.

(6) The Chairperson of the Board of Graduate Studies has responsibility for providing effective leadership to the Board. In playing that role the Chairperson is responsible for ensuring that:

(a) The Board operates efficiently, and that its members work together effectively and have confidence in the procedures laid down for the conduct of business;

(b) Board meetings take place as scheduled and that minutes of meetings accurately record decisions taken;

(c) The Board, in reaching decisions, takes proper account of relevant University policies and/or guidelines issued by the Commission for University Education and other statutory bodies;

(d) Copies of minutes of Board meetings are forwarded to the Vice-Chancellor, the University Secretary, the Deputy Vice-Chancellor for Academic & Student Affairs, and the Registrar;

(e) Quarterly reports on Board performance are presented to the Academic Council in a timely manner; and
(f) Annual assessment of performance of the Office of Graduate Studies against strategic objectives is carried out and a report submitted to the Vice-Chancellor and the Academic Council by the last Friday of September each year.

(7) Each College, School or Institute that runs graduate degree programmes shall constitute a Graduate Studies Committee which shall be chaired by a senior member of academic staff in the College, School or Institute appointed by the Dean of the respective School. The Dean shall be ex-officio member of the Graduate Studies Committee.

(8) The Graduate Studies Committees shall be responsible to the Board of Graduate Studies for all matters pertaining to graduate studies in the respective College, School or Institute. In particular, the committee shall:

(a) Discuss and make recommendations to the Board of Graduate Studies, graduate academic programs in the respective College, School or Institute;

(b) Recommend to the Board of Graduate Studies:

i. Candidates for admission to graduate studies and scholarship awards.

ii. Suitability of research proposal topics.

iii. Suitable supervisors, internal examiners and external examiners.

(c) Discuss examination results of graduate students enrolled in the respective Colleges, Schools or Institutes and make recommendations to the School Board of Examiners.

STATUTE 35: C - EDUCATION COMMITTEE

(1) The overall role of the Education Committee (EC) is to ensure that Strathmore’s educational programmes and courses are aligned to the mission and educational aims of the University and that they meet the needs of students, industry, government and society.
(2) The Education Committee shall take the lead within the University for the oversight of academic quality standards. The Committee will also have oversight responsibility for quality enhancement in teaching and learning.

(3) The Education Committee shall work with Schools to improve teaching and learning and the quality of academic programmes. In that capacity, it serves as the primary locus of dialogue in the formulation of University policies, procedures, and guidelines that relate to academic development before approval by the Academic Council.

(4) The Chairperson of the Committee shall be appointed by the Vice-Chancellor from among senior members of academic staff after approval by the Academic Council to serve for a term of three years. The person so appointed will be answerable to the Deputy Vice-Chancellor for Academic and Student Affairs and to the Academic Council and will sit on the Academic Council for the duration of his or her term.

(5) The Director of Educational Development shall be the Secretary to the Committee and shall work closely with the faculties and schools in organizing the work of the Committee.

(6) The membership of the Committee shall be as follows:
(a) The Chairperson;
(b) The Director of Educational Development;
(c) Two Professorial members elected by the Professoriate to serve for a term of 2 years;
(d) A representative with responsibility for academic programmes of each college, school and Institute;
(e) Director of Graduate Studies;
(f) Director of Faculty Development;
(g) Director of Strategy & Quality Assurance; and
(h) Any other members as shall be appointed by the Academic Council from time to time.

(7) The roles and responsibilities of the Committee:

(a) Advise the Academic Council on matters of academic policy development; and general strategic considerations regarding educational programmes;

(b) Develop and oversee application of University policies and regulations that govern curriculum development and review;

(c) Develop and oversee application of policies and activities that will improve the quality of teaching and learning;

(d) Oversee and monitor the review and evaluation of new academic programmes and qualifications to ensure alignment with customer and/or discipline needs, consistency with the University’s mission and educational aims and philosophy and compliance with the Commission for University Education requirements;

(e) Review and evaluate proposals for new undergraduate programmes, and major changes to existing programmes to ensure their academic rigor and alignment with customer and/or discipline needs, consistency with the University’s mission and educational aims and philosophy and compliance with the Commission for University Education requirements; and make recommendations to the Academic Council. The Board of Graduate Studies has been accorded the mandate to review and evaluate all new graduate degree and course proposals and recommend approval to the Academic Council;

(f) Review and evaluate proposals for substantive restructuring of academic programmes or departments within the University;

(g) Review and evaluate proposals for substantive changes in the academic calendar;

(h) Formulate and oversee the development and implementation of policies, regulations and guidelines relating to: all aspects of teaching and learning and
associated delivery processes; the University’s admission process; enrollment management; improving student experience and student success; academic integrity; curriculum development and review; quality of teaching and learning; assessment and examinations of taught programmes; work-based learning and service based learning; student discipline; undergraduate research; student entrepreneurship education; academic collaboration; and academic achievement;

(i) Recommend on policies and activities that will improve the quality of teaching and learning; advise and recommend on policies and procedures for the evaluation of teaching and learning; advise on priorities in academic development and student learning support activities and monitor these activities; monitor the quality of teaching and learning; and assure alignment between learning and teaching practices with the University's goals, values and strategic objectives;

(j) Review and evaluate the University’s policies and procedures related to curriculum development processes and quality in learning and teaching to ensure consistency between policy and practice; and submit timely reports to the Quality Assurance Office and to the Academic Council;

(k) Review external examiners’ reports and Student Feedback reports; and submit to the Academic Council annual digests of the comments made by External Examiners for all undergraduate programmes and identify any areas for further action;

(l) Monitor the manner in which colleges, schools, and institutes exercise their delegated authority over minor changes to academic programmes and courses and the introduction of new courses;

(m) Ensure appropriate consultation with students, faculty, and staff in the Committee's deliberations.

(n) To monitor the performance of the Office of Educational Development against strategic objectives; and advise on the management and activities of the OED.

(8) The Education Committee shall meet at least once every month and present its reports to the Academic Council. The quorum for meetings shall be the nearest whole number above one half of the membership of the Committee. The Committee may invite other persons to attend its meetings in an advisory capacity, and such persons will be listed “in attendance” and shall have no voting rights.
STATUTE 35: D - STUDENT DISCIPLINARY COMMITTEE

(1) This Committee deals with matters pertaining to student discipline in the University. The Committee shall have the mandate to hear and determine any cases of examination irregularities and general disciplinary cases relating to students and make appropriate recommendations to the Academic Council.

(2) The Committee is chaired by the Deputy Vice-Chancellor for Academic & Student Affairs who is responsible for convening Committee meetings; and its Secretary is the Dean of Students who is responsible for organizing the agenda for the Committee hearings. The Director of Corporate and Legal Affairs or Designee shall not otherwise perform the traditional function of a trial lawyer; his/her role will be to advise the University on fair administrative processes.

(3) Members of the Committee shall be:

(a) The Deputy Vice-Chancellor for Academic & Student Affairs or Designee;

(b) The Registrar;

(c) The Dean of Students;

(d) The Dean of Faculty, School or Institute in question or Designee;

(e) Head of Student Mentoring Services or Designee;

(f) Director of Corporate and Legal Affairs or Designee (ex officio); and

(g) Any other members as shall be appointed by the Academic Council from time to time.

(4) The quorum shall be the nearest whole number above half the total membership the Committee.

(5) The Dean of Students and the Director of Corporate and Legal Affairs or Designee shall have no voting powers.
(6) The procedure for hearing student Disciplinary matters shall be as provided for in the University Regulations, Guidelines, Policies and Procedures.

STATUTE 35: E - STUDENT GRIEVANCE COMMITTEE

(1) The Deputy Vice-Chancellor for Academic & Student Affairs shall appoint a three-member Committee of senior members of staff to hear and determine cases of student grievances as and when necessary.

(2) The Committee may invite a representative of the Student Council to attend its meetings in an advisory capacity provided that persons so invited shall not acquire rights of membership to the Committee and shall have no voting rights.

(3) The Student Grievance procedure is aimed at providing a fair hearing to any student in the event of such a student being aggrieved.

(4) The procedure for hearing student grievances shall be as follows:

(a) An aggrieved student should in the first instance try to resolve the grievance informally through the Department, Faculty or through the Dean of Students’ Office;

(b) If the student is not satisfied with the solution to the redress sought through the informal channels, he or she may lodge a formal complaint;

(c) Any grievance shall be reported in writing to the Dean of Students. The report must contain a concise statement of the grievance alleged, the procedures already followed and the redress sought;

(d) The Dean of Students shall prepare a report on the case and submit it to the Deputy Vice-Chancellor for Academic & Student Affairs;

(e) The aforementioned Deputy Vice-Chancellor may then at his or her discretion, appoint a three-member committee of senior staff of the University to hear the case and recommend an appropriate course of action;
(f) The Chairperson of the Committee shall be selected from among the three members of the Committee, and he or she shall determine the procedure to be followed during the hearing;

(g) The Committee may dispense with a hearing if the submitted materials indicate that there are no material facts in dispute. If there are material facts in dispute, the Committee shall hold a hearing. The rules of evidence applicable in a Court of Law shall not apply to the hearing. Evidence which is not substantially relevant shall be excluded;

(5) The Committee shall have the power to recommend such action as it sees fit having due regard to the circumstances of the case. The decision of the Committee and the reasons for the decision shall be communicated in writing to the Deputy Vice-Chancellor for Academic & Student Affairs and the parties concerned. Copies of the decision shall be placed in the Dean of Students’ Office;

(6) The Deputy Vice-Chancellor for Academic & Student Affairs shall ensure that the decision of the Committee is implemented without delay.

**STATUTE 35: F - LIBRARY COMMITTEE**

(1) The Library Committee deals with all matters pertaining to policy and strategic development of the University’s library services. The Committee is chaired by the Deputy Vice-Chancellor for Academic & Student Affairs who is responsible for convening Committee meetings; and its Secretary is the University Librarian who is responsible for organizing agenda for the Committee’s meetings.

(2) Membership of the Library Committee shall be as follows:

(a) The Deputy Vice-Chancellor for Academic & Student Affairs;

(b) The University Librarian;

(c) The Registrar;

(d) One Faculty Dean approved by the Academic Council to serve for one term of two years;
(e) The Dean of SBS or designee;

(f) One senior member of academic staff of the rank of at least senior lecturer, approved by the Academic Council to serve for one term of two years;

(g) The Director of ICT Services; and

(h) Any other members as shall be appointed by the Academic Council from time to time.

(3) The Library Committee shall:

(a) Make recommendations to the Academic Council on library policy that will make information resources accessible to the University community in an efficient and effective way;

(b) Make proposals on library budgets and resource requirements to the Budget Advisory Committee;

(c) Prepare and submit to the Academic Council quarterly reports on the status of the University Library;

(d) Assist and advise the Librarian on all matters relating to the provision of library services in the University;

(e) Prepare the Library’s strategic development plans and annual work plans;

(f) Review departmental information resource requirements

(g) Ensure that all books, journals and other materials acquired by the library comply with the ethical standards desired by the University;

(h) Ensure that the Library creates and maintains an online repository of all research publications, theses, dissertations and research reports by staff and research students of the University; and
(i) Deal with any other library-related matters referred to it by the Academic Council.

(4) The Library Committee shall meet once every two months and submit reports to the Academic Council.

STATUTE 35: G - ADVISORY COMMITTEE ON STUDENT FINANCIAL AID

(1) The Advisory Committee on Student Financial Aid, hereafter referred to as Advisory Committee, has oversight role for the administration and management of the University’s student financial aid programmes in accordance with the established financial aid policies as detailed in University Policies and/or Regulations.

(2) The Advisory Committee is responsible for the following matters:

(3) Periodic review and evaluation of the goals of financial aid to students;

(a) Recommendation of activities and talent areas for which students would be eligible to receive financial aid;

(b) Recommendations on the allocation of institutional waivers and other aid resources;

(c) Annual review of student wage rates and student employment policies;

(d) To advise the Academic Council and the Management Board on policy matters relating to financial aid programmes;

(e) To review all applications and supporting materials for scholarships and bursaries, and award scholarships and bursaries to qualified applicants while observing the rules of equity and fairness.

(4) The Chairperson of the Advisory Committee shall be appointed by the Vice-Chancellor from among senior full-time employees of the University after approval by the Management Board.
(5) The Head of Financial Aid Office shall serve as the Secretary to the Advisory Committee, and is responsible for organising the agenda for the Committee’s meetings. The Financial Aid Office shall provide administrative support to the Committee.

(6) Membership of the Advisory Committee shall be as follows:

(a) The Chairperson of the Advisory Committee;
(b) One member of the Student Council;
(c) A representative of the Strathmore University Foundation;
(d) One Dean of Faculty /School approved by the Academic Council to serve for a term of two years;
(e) The Dean of Students;
(f) The Director of Admissions Services;
(g) The Head of Financial Aid Office; and
(h) Any other member as shall be appointed by the Academic Council from time to time.

(7) The Advisory Committee shall meet at least once every semester and submit reports to the Vice-Chancellor, the Management Board and the Academic Council.

STATUTE 35: H - STUDENTS AFFAIRS COMMITTEE

(1) The Student Affairs Committee shall have the responsibility of contributing to the improvement of student learning and the quality of the Strathmore educational experience as related to co-curricular programmes and student support services. The Committee monitors the effectiveness of, and serves as the locus of, consultation in the formulation and recommendation of policies and
programme initiatives that affect student life and that contribute to the satisfaction and success of Strathmore students.

(2) The Student Affairs Committee provides a forum through which Student Affairs may consult and inform faculty on student life areas, policy, and procedures. The aim is to gain faculty perspective and enhance faculty knowledge of student life initiatives and services.

(3) The functions of the Student Affairs Committee are to advise the Deputy Vice-Chancellor for Academic & Student Affairs, to exercise delegated responsibility from the Academic Council in matters pertaining to student social and conduct regulations, and to exercise oversight responsibility in the general realm of non-academic student affairs.

(4) Responsibilities of the Student Affairs Committee are as follows:

(a) Promote continual improvement of co-curricular programmes, student support services, and other aspects of integrated learning such as student mentoring, new student programmes, career development services, health education, parent programmes, student community engagement and social responsibility, student clubs, organisations and sports, student initiatives and leadership;

(b) Review, evaluate and improve policies and programmes related to student life to ensure their consistency with, and contribution to, the mission and goals of Strathmore as an entrepreneurial university with a Christian identity;

(c) Review and evaluate proposals for substantive changes in programmes or departments that affect student life;

(d) Ensure that the University regularly reviews and assesses the quality and effectiveness of services to students;

(e) Ensure appropriate consultation with students, faculty, and staff in the Committee’s deliberations;

(f) Advise the Deputy Vice-Chancellor for Academic & Student Affairs on issues identified by either the DVC or the Committee;

(g) Review and recommend to the Academic Council policies and procedures for the establishment and recognition of all student clubs, groups, and organizations at the University;
(h) Make recommendations to the Academic Council concerning applications for recognition by specific student clubs, groups, and organizations;

(i) Review and recommend to the Academic Council policies, procedures and regulations concerning student affairs in such areas as student rights and responsibilities and student discipline and grievance;

(j) Review, evaluate and regulate co-curricular activities for students, such as games, sports, choir, drama, cultural fairs, tours and non-academic visits;

(k) Review constitutions of the Student Council, students’ clubs and societies and make recommendations to the Academic Council;

(l) Ensure that the University regularly reviews, monitors and assesses the quality and effectiveness of Mentoring services to students, and make recommendations on the same to the Academic Council; and

(m) To deal with all matters pertaining to the campus life of students.

(5) The Chairperson of the Student Affairs Committee shall be appointed by the Vice-Chancellor from among senior full-time employees of the University for a term of two years, after approval by the Academic Council. He or she shall report to the Deputy Vice-Chancellor for Academic & Student Affairs and shall sit in the Academic Council. The Dean of Students shall serve as the Secretary to the Committee and is responsible for organising the agenda for the Committee’s meetings. The Office of the Dean of Students shall provide administrative support to the Committee.

(6) Membership of the Student Affairs Committee shall be as follows:

(a) The Chairperson of the Committee;

(b) The Registrar;

(c) The Dean of Students;

(d) The Chairperson of Student Council;

(e) Sport Administrator;

(f) Head of Mentoring Services;

(g) Career Services Manager;

(h) A student member approved by the Student Council for a one-year term;
(i) A faculty member approved by the Academic Council for a term of two years; and

(j) Any other member as shall be appointed by the Academic Council from time to time.

(7) The Student Affairs Committee shall meet at least once every month and submit timely reports to the Academic Council.

(8) Any action taken by the Student Affairs Committee that has substantial academic content shall be reported to the Executive Committee of Academic Council, which shall place them on the agenda of the Academic Council.

(9) Any action taken by the Student Affairs Committee which does not have substantial academic content is made directly to the Vice-Chancellor via the Deputy Vice-Chancellor for Academic & Student Affairs and need not be acted upon by the Academic Council, although the Vice-Chancellor may desire to consult with this or other groups in deciding to approve, modify, or reject such action(s) taken by the Student Affairs Committee.

(10) Matters to be considered by the Student Affairs Committee will originate from a number of sources, but it is expected that the Student Council will be an important source of suggestions for action by Student Affairs Committee.

STATUTE 35: I - UNIVERSITY RESEARCH COMMITTEE

(1) This is a Committee of the Academic Council responsible for the development, implementation, and continuous review of all University regulations and policies on research, innovation and intellectual property, resources and services.

(2) The Committee’s responsibilities are:

(a) Review operational research management plans prepared by the Research Services Office and make recommendations to the Academic Council;

(b) Review strategic plans for research in the University prepared by Research Services Office and make recommendations to the Academic Council;

(c) Review annual research budgets prepared by Research Services Office and make appropriate recommendations to the Management Board;
(d) Monitor research quality and productivity in the University and prepare metrics for measuring research performance by schools and the University as a whole in collaboration with the Strategy & Quality Assurance Office;

(e) Review and evaluate applications for internal research grants after processing by Research Services Office and award grants to successful applicants in accordance with approved policies and procedures;

(f) Advise the Vice Chancellor and the Academic Council on all matters concerning research performed at the University;

(g) Ensure that annual research reports are prepared by Research Services Office and submitted to the Strategy & Quality Assurance Office and to the Academic Council in a timely fashion;

(h) Set guidelines for the establishment of new research centres/institutes; and establish procedures for reviewing and evaluating proposals for establishing such research units in the University;

(i) Review and evaluate proposals for establishment of new research centres/institutes in the University and make recommendations to the Academic Council;

(j) Set standards for performance for both new research centres/institutes and existing ones; and establish procedures for regular review and monitoring performance of the centres or institutes; and

(k) Review and evaluate the performance of research centres on an annual basis and make timely reports to the Academic Council.

(3) The Research Committee is a University-wide committee and shall be composed of members of faculty and administration. The Committee will consist of members of senior faculty with substantial research experience, appointed by the Vice-Chancellor after approval by the Academic Council, each to serve for a term of two years. Each of the current broad divisions of the subject disciplines present in the University’s academic programmes will be represented by at least one committee member. The Director of the Graduate Studies and the Executive Director of Finance shall be ex-officio members of the Committee.
(4) The Deputy Vice-Chancellor for Research and Innovation shall be the Chairperson of the Committee. The Dean of Research and Innovation shall serve as the Secretary to the Research Committee and is responsible for organizing the agenda for the Committee’s meetings. The Research Services Office shall provide administrative support to the Committee.

(5) Meetings of the Committee shall be held at least once every month at such time and place as the Chairperson of the Board may determine. The quorum for meetings of the Committee shall be the nearest whole number above half the membership of the Research Committee. The Committee may invite other persons to attend its meetings in an advisory capacity, and such persons shall be listed "in attendance", and will have no voting rights at such meetings.

(6) The Chairperson of the Research Committee shall preside over all meetings of the Committee. Decisions of the Committee shall be arrived at by a simple majority of those present and eligible to vote. The Chairperson shall have an original and a casting vote in case of an equality of votes.

(7) Notices and Agenda for ordinary meetings of the Research Committee shall be circulated to members at least one week before the scheduled date of the meeting. Minutes of all proceedings of the Committee shall be recorded and kept by the Dean of Research. Minutes of any meeting shall be confirmed, subject to any corrections and amendments, and signed by the Chairperson and the Dean of Research. Copies of the confirmed minutes of all meetings of the Committee shall be forwarded to the Vice-Chancellor, the University Secretary, and the Registrar.

(8) The Chairperson of the Research Committee has responsibility for providing effective leadership to the Committee and ensuring that:

(a) The Committee operates efficiently and that its members work together effectively and have confidence in the procedures laid down for the conduct of business;

(b) Committee meetings take place as scheduled and minutes of meetings accurately record decisions taken;
(c) The Committee, in reaching decisions, takes proper account of relevant University policies, regulations and guidelines pertaining to research management in the University;

(d) Copies of minutes of Committee meetings are forwarded to the Vice-Chancellor, the University Secretary, and the Registrar;

(e) Quarterly reports on Committee performance are presented to the Academic Council in a timely manner; and

(f) Annual assessment of performance of the Office of the Dean of Research and Innovation against strategic objectives is carried out and a report submitted to the Vice-Chancellor and the Academic Council by end of September each year.

**STATUTE 35: J - TIMETABLING COMMITTEE**

(1) The Timetabling Committee is responsible for the preparation of the master teaching timetable of the University. It is also responsible for preparing the University calendar.

(2) The Timetabling Committee shall ensure that respective teaching timetables are harmonized and that lecture rooms, lecture theatres and laboratories are allocated without conflicts.

(3) The Committee shall be chaired by the Registrar and its Secretary shall be the Academic Registry Manager.

(4) Membership of the Timetabling Committee shall be as follows:

   (a) The Registrar;

   (b) One representative from each faculty, school or institute.
STATUTE 35: K - INTERNATIONALISATION COMMITTEE

(1) The purpose of the Internationalisation Committee is to provide support and advice on the University's internationalisation strategies and activities, to support the University's mission internationally through the achievement of the University’s strategic plan and to report to Academic Council on key international issues. The Committee will be responsible for the leadership of the Internationalisation Strategy and support Colleges, Schools and Institutes with local implementation.

(2) The Responsibilities of the Committee:

(a) To provide recommendations to Academic Council regarding policy development and review, and the roles of and responsibilities for academic and administrative units in matters relating to internationalization;

(b) To monitor and report on the implementation of the University's Internationalisation Strategy and provide advice to the University in relation to issues that may arise in relation to the strategy's implementation;

(c) To monitor and report to Academic Council on areas of risk that may impact on the University's international activities and also report on plans and actions aimed at risk minimization;

(d) To monitor ongoing international projects and allocation of resource into these projects;

(e) To review proposed and existing international agreements and make recommendations to the Academic Council regarding their approval or continuance;

(f) To provide oversight of academic and compliance aspects of incoming and outgoing student exchanges;

(g) To provide a mechanism for the co-ordination and exchange of information regarding internationalisation across the Divisions and Departments of the University;
(h) To assist in the identification of best practices in internationalisation in universities locally and abroad;

(i) To provide a forum for ongoing inter-Divisional consideration and discussion of matters relating to internationalization;

(j) To promote, support and strengthen the international aspects of the University's activities in teaching and service;

(k) To enhance the image of the University internationally through the achievement of international standards of excellence in scholarship and research;

(l) To receive, consider and discuss data and periodic reports on all aspects of internationalisation in the University from all relevant sources; and

(m) To report annually to the Academic Council and the Management Board on progress in the international activities of the University.

(3) The Committee shall provide advice to the Academic Council and the Management Board on all related issues of internationalization in the University, including but not limited to:

(a) Formulating and developing the University's Internationalisation strategy;

(b) Devising policies and procedures that will enhance the internationalisation of the campus;

(c) Promoting interest and involvement in the internationalisation of the University by all members of the University community;

(d) Identifying international partners and formulating student/ faculty exchange and study abroad policies;

(e) Developing linkages with international organisations and industries with a view to strengthening the research and service functions of the University, as well as the employment of students; and
(f) Fostering a supportive campus environment for visiting scholars and students.

(4) Membership of the Committee:

(a) Deputy Vice-Chancellor for Academic & Student Affairs;

(b) Deputy Vice-Chancellor for Research & Innovation;

(c) Deputy Vice-Chancellor for Planning & Development;

(d) Director of Education Development;

(e) Director of Graduate Studies;

(f) A representative of Deans for a 2-year term;

(g) Executive Director Marketing and Communication;

(h) Director of Faculty Affairs;

(i) Director of Research Collaboration;

(j) Director of University Partnerships and Internationalization;

(k) Dean of Students;

(l) Admissions Services Manager; and

(m) Any other person as may be approved by the Academic Council from time to time.

(5) The Chairperson of the Committee shall be appointed by the Vice-Chancellor from among senior members of academic staff after approval by the Academic Council to serve for a term of three years. The person so appointed will be answerable to the Deputy Vice-Chancellor for Planning & Development and to
the Academic Council and will sit on the Academic Council for the duration of his or her term.

(6) The Director of University Partnerships and Internationalisation shall serve as the Secretary to the Committee and is responsible for organizing the agenda for the Committee’s meetings. The Office of the Deputy Vice-Chancellor for Planning & Development shall provide administrative support to the Committee.

(7) Meetings of the Committee shall be held at least once every quarter at such time and place as the Chairperson of the Committee may determine. The quorum for meetings of the Committee shall be the nearest whole number above half the membership of the Committee. The Committee may invite other persons to attend its meetings in an advisory capacity, and such persons shall be listed “in attendance”, and will have no voting rights at such meetings.

(8) The decisions of the Committee shall be arrived at by a simple majority of those present and eligible to vote. The Chairperson shall have an original and a casting vote in case of an equality of votes.

STATUTE 36: TEACHING DEPARTMENTS

(1) Each school or institute may be divided into departments or centres as the University Council may determine from time to time.

(2) Each teaching department shall be regarded for administrative purposes as being a constituent part of one institute or school but may in relation to other faculties in which such a department has teaching or other commitments be regarded as being in association with such college, institute or school.

(3) There shall be a head of each department appointed by the Management Board, from among the full-time senior academic members of staff in the department. The terms and conditions of appointment of Heads of Departments shall be determined by Management Board subject to approval by the University Council.

(4) A Head of Department may resign his/her appointment by giving three months’ notice in writing to the Vice-Chancellor, and the Management Board may
terminate the appointment of a Head of Department by giving three months’ notice.

(5) Where the Head of a department is unable, either by reason of his absence from the University or for any other reasons, to carry out his functions as Head, the Management Board may appoint an Acting Head of the Department for such period and under such terms and conditions as the Management Board may determine, provided that the period of appointment does not exceed the balance of the period of Office of the substantive Head.

(6) Each department shall have a Departmental Academic Board that will be responsible for all academic matters in the department. The meetings of the Departmental Academic Board shall be chaired by the Head of Department. The membership of the Departmental Academic Board shall be as follows:

(a) The Head of Department;

(b) All professors, associate professors on full time or proportional contracts, programme directors, subject leaders, in that Department;

(c) Academic staff who hold responsibilities for quality assurance, teaching and learning, curriculum development, examinations, graduate studies, research, student internships, students affairs, student mentoring; and

(d) Departmental Administrator.

(7) The Dean of the relevant Colleges, School or Institute shall be entitled to attend Departmental Academic Board meetings in an *ex-officio* capacity.

(8) From time to time, the Head of the Department, after consultation with members of the Departmental Academic Board, may invite other persons to attend meetings of the Board, but such persons shall not have voting rights.

(9) Each Departmental Academic Board shall constitute itself into a Departmental Board of Examiners whenever so required and shall meet to discuss and process examination results. The Departmental Academic Board of Examiners shall comprise all members of the Departmental Academic Board and all internal
examiners who taught and examined courses in the Department as well as external examiners who are able to attend.

(10) Meetings of the Departmental Academic Board shall be held at least once every month at such time and place as the Chairperson of the Board may determine. All members of the Board are required to attend all scheduled Board meetings unless explicitly exempted by the Head of Department. The quorum for meetings of the Board shall be the nearest whole number above half the membership of the Board.

(11) Each Departmental Academic Board shall maintain a proper system of agenda and minutes for all its meetings. The Head of Department shall send copies of confirmed minutes to the Vice-chancellor, the Deputy Vice-Chancellor for Academic & Student Affairs, the University Secretary, the Registrar and the Dean of the respective Colleges, School or Institute.

(12) Subject to the provisions of the Charter and these Statutes, the authority of the Academic Council and such other regulations as may be made by the Academic Council and the Management Board in respect of the Faculty, School or Institute of which the department forms part, the Departmental Academic Board shall have the following responsibilities and duties:

(a) To monitor and control the teaching and instruction of students within the department and the setting and marking of examination papers in accordance with regulations approved by the Academic Council, the general academic policy agreed upon by the respective Academic Board and the approved administrative procedures of the University;

(b) To make recommendations to the College Board for the establishment of new courses and programmes and the amendment of existing regulations and syllabuses relating to studies within the department;

(c) To perform such other duties as may be referred to it by the College Board, the Academic Council or the Management Board;

(d) To make recommendations to the Management Board through the Dean of the respective College in respect of development plans; and annual and other estimates of expenditure;
(e) To recommend candidates for staff development programmes to the Academic Council through the Dean of the respective College/Institute/Schools;

(f) To formulate general guidelines on research and suggest means of funding research programmes in the department; and

(g) To recommend to the Academic Council, through the Dean of the respective Colleges, names of possible internal and external examiners in the department.

(13) The Chairperson of the Departmental Academic Board has responsibility for providing effective leadership to the Board. In playing that leadership role the Chairperson is responsible for ensuring that:

(a) The Board operates efficiently and effectively and (that) its members have confidence in the procedures laid down for the conduct of business;

(b) Board meetings take place as scheduled and (that) minutes of meetings accurately record decisions taken;

(c) The Board, in reaching decisions, takes proper account of relevant University policies and/or guidelines issued by the Commission for University Education and other statutory bodies;

(d) Copies of minutes of Board meetings are forwarded to the Vice-Chancellor, the University Secretary, the Deputy Vice-Chancellor for Academic & Students Affairs, the Registrar, and the Dean of the respective College, School or Institute;

(e) Quarterly reports on Board performance are presented to the Academic Board in a timely manner; and

(f) Assessment of performance of the Department against strategic objectives is carried out every year and a report submitted to the Vice-Chancellor and the University Secretary in accordance with reporting procedure agreed with the College, School or Institute.
(14) Every Department shall have a Departmental Management Committee to oversee the day-to-day management and administration of the Department. The members of the Committee shall comprise the Head of Department, the Departmental Administrator, and the Officers responsible for coordination of teaching and research, quality assurance, and examinations, in the Department.

(15) The Head of Department shall be the Chairperson of the Management Committee, whereas the Departmental Administrator will be the Secretary to the Management Committee and will be responsible for preparing the agenda for Committee meetings in consultation with the Chairperson, and for providing administrative support to the Committee.

(16) The Departmental Management Committee shall have the following responsibilities:

(a) Dealing with management and administrative issues concerning budgets, space, syllabus, selection and admission of students, student records, staffing, teaching and learning, class attendance, examinations, student progression and fees collection, student mentoring, student work based learning, marketing of academic programmes, and research activities in the Department;

(b) Preparing, and presenting, proposals concerning annual budgets, strategic plans and development initiatives, and staff development plans to the Management Board through the Dean of the respective Faculty;

(c) Preparing and presenting proposals concerning academic programmes, research programmes, learning and teaching, academic quality assurance, academic partnerships and linkages, and collaboration with industry to the Academic Board, after approval by the Departmental Academic Board;

(d) Ensuring effective provision and administration of academic services in the Department and, compliance with the University policies and regulations pertaining to learning and teaching, and quality assurance;

(e) Delegating administrative duties and responsibilities to individuals or groups of individuals within the Department.
(f) Short-listing candidates for appointment to academic and technical posts within the Department and forwarding such short-lists to the Dean’s office; and

(g) Collaborating with the Faculty Management Committee to ensure effective administration of academic services in the entire Colleges, School, or Institute.

STATUTE 37: OFFICE OF GRADUATE STUDIES

(1) The purpose of the Office of Graduate Studies (OGS) is to provide University-level administrative oversight to ensure the quality and integrity of all graduate programmes. The Office, located within the Academic and Student Affairs Division, shall provide services to graduate students by overseeing graduate admissions processes, academic policies, and program performance, and by advocating for the advancement of graduate studies at Strathmore University.

(2) To carry out this mandate, the OGS has the responsibility for implementing policies and procedures that have been approved by the Academic Council and for enforcing any rules and regulations pertaining to graduate programs and graduate research.

(3) The OGS is charged with the admission, registration and approval of the University's graduate students; that is, those students studying for the PhD, and master’s degrees and other graduate qualifications.

(4) The OGS shall be headed by a senior scholar of the rank of director or higher who shall have broad responsibility for directing and coordinating the functions of the Department. The Director shall be appointed upon such terms and conditions as the Management Board may determine from time to time, in accordance with these Statutes.

(5) The OGS provides administrative support for the Board of Graduate Studies. In fulfilling this role, OGS shall:

(a) Facilitate the admission and formal registration of graduate students and ensure that minimum entry qualifications are met by all potential students;
(b) Manage graduate students' progress, reporting, and records;

(c) Advise graduate students, staff and other interested parties on the University's regulations;

(d) Act on all administrative matters relating to all graduate degrees and higher doctorates;

(e) Oversee the thesis and dissertation submission process;

(f) Collect and report on statistics relevant to graduate studies;

(g) Promote graduate studies and research;

(h) Seek opportunities for scholarships and graduate research fellowships;

(i) Host New Graduate Student Orientation;

(j) House the Graduate Resource Centre designed to provide academic support, professional development, and community-building opportunities to graduate students; and

(k) Carry out any other functions pertaining to graduate studies and graduate research as the Academic Council may direct from time to time.

(6) The Graduate Resource Centre shall provide the following services to graduate students:

(a) Workshops and presentations to support students’ academic and professional development;

(b) Research proposal writing support, thesis and dissertation writing support, academic writing support;

(c) Help graduate students in writing proposals for research grants;
(d) Resources to help graduate students prepare, plan, and execute their job search; and

(e) Provide opportunities for training and skills development for supervisors of graduate research students.

**STATUTE 38: OFFICE OF EDUCATION DEVELOPMENT**

(1) The Office of Educational Development (OED) is responsible for promoting the learning, teaching and assessment culture of the University, stimulating and supporting the strategic development of new programmes of study, advising on the rationalisation, enhancement or evolution of existing programmes, maintaining and enhancing the quality and standards of all programmes of study, and enhancing the student learning experience and encouraging excellence and innovation in learning and teaching.

(2) The OED shall perform the following functions:

(a) Oversee matters concerning curriculum design, development, implementation, evaluation and review; programme quality; quality assurance in teaching and learning; performance monitoring and review of academic processes; student work-based and internships; academic collaboration; undergraduate student research initiative; student entrepreneurship programme; academic achievement programme; new student convocation; the Student Success Centre;

(b) Promote continued improvement of the quality and standards of all programmes of study and of teaching, learning, scholarship and service within the University;

(c) Coordinate development and implementation of the Learning and Teaching Strategy for the University; and facilitate review and monitoring of the effectiveness of the University’s learning and teaching strategy;

(d) Inform the Management Board and Academic Council of any relevant University level planning and/or resource implications relating to learning, teaching and assessment developments;
(e) Advise and make recommendations on development, application and review of policies and regulations relating to: University’s admission process, enrollment management, improving student experience and student success, academic integrity, curriculum development and review, quality of teaching and learning, assessment and examinations of taught programmes, work-based learning and service-based learning, student discipline, undergraduate and graduate research, student entrepreneurship education, academic collaboration, eLearning and academic achievement;

(f) Provide support and guidance to colleges, schools and institutes in relation to curriculum design, development, implementation, evaluation and review;

(g) Facilitate review and evaluation of proposals for new academic programmes to ensure their academic rigor and contribution to the goals and mission of Strathmore University;

(h) Facilitate review and evaluation of proposals for substantive restructuring of academic programmes or academic units within the University;

(i) Facilitate review and evaluation of proposals for substantive changes in the academic calendar;

(j) Collaborate with colleges, schools, institutes, and the University’s Quality Assurance department to develop systematic procedures, guidelines and evaluation processes to monitor and evaluate the quality of learning and teaching, within the premises of the University’s academic quality assurance framework;

(k) Assist colleges, schools and institutes to develop their own strategic and operational plans in relation to learning and teaching to ensure that their goals, strategies and desired outcomes align with the University’s Learning and Teaching Enhancement Plan;

(l) Assist colleges, schools and institutes to prepare for annual performance reviews of the quality of learning and teaching at institutional, programme, and individual course level; manage the periodic internal review of learning and teaching; oversee the annual and 5-year review of programmes;
(m) Promote and foster an organizational culture that values, recognizes and rewards excellence and the on-going enhancement of learning and teaching at both individual and organizational unit levels;

(n) Provide support, guidance and advice to colleges, schools and institutes on academic partnerships with other institutions;

(o) Work with the library to determine areas of library collections that need to be developed and relay that information to schools, institutes and colleges to provide better coverage and allotment of library materials;

(p) Support colleges, schools and institutes in the transition from old to new/revised curriculum by having a database of new, deleted and revised courses;

(q) Ensure that learning, teaching, curricular and institutional infrastructure to support learning and teaching are monitored, reviewed and benchmarked continuously on an annual basis as part of the University’s quality assurance processes;

(r) Promote quality enhancement and the dissemination of good practice; oversee the development and management of codes of good practice and other quality enhancement procedures;

(s) Communicate curriculum management policies and procedures by including status report of curriculum changes to the Academic Council and placing new or revised curriculum guidelines on the University’s web;

(t) Provide administrative support to the University’s Education Committee of the Academic Council; and

(u) House a Student Success Centre (SSC) whose purpose is to provide learning support programmes to students to improve their academic performance.

(3) The SSC will offer a variety of academic advisory services to ensure the academic and personal success of undergraduate students, including a wide range of
tutoring services; individualized and personalised academic coaching; and learning skills workshops. Most of the services can be web based.

(4) The OED shall be headed by a senior scholar of the rank of director who shall have responsibility for directing and coordinating the functions of the Department.

(5) The Director of Educational Development shall be responsible for supporting the strategy and development of all Programmes of Study, and for providing academic leadership for all matters relating to the academic development of faculty. He or she shall have campus-wide responsibility for educational initiatives, student success practices, and retention and graduation rates.

(6) The Management Board shall appoint the Director of Educational Development under such terms and conditions of appointment as shall be determined by the Management Board subject to approval by the University Council.

(7) The Director of Educational Development shall hold office for an initial term of three years; the appointment shall be renewable for further terms of three or less years subject to performance, up to a maximum service of nine years. The Director may resign his/her office by giving three months’ notice in writing to the Management Board, or the Management Board may terminate the appointment of the Director by giving three months’ notice in writing.

(8) Persons appointed to the position of Director of Educational Development shall ordinarily be holders of a PhD degree with a distinguished record of teaching and scholarship; experience in higher education; administrative experience at the level of academic director or associate dean in a school or higher; must have demonstrable experience in curriculum development, in the assessment of student learning, and interaction with students, faculty, staff and external constituencies, including parents.

(9) The Director of Educational Development shall report directly to the Deputy Vice-Chancellor for Academic & Student Affairs and shall be a member of the Academic Council and Council of Deans. He/she shall attend all the meetings of the Academic Council.

(10) Responsibilities of the Director of Educational Development are:
(a) To help in developing sound strategic plans and policy and regulations for undergraduate and graduate education, and to drive through these plans and facilitate innovation and change;

(b) To oversee the development and implementation of the Learning and Teaching Strategy for enhancing the student learning experience in the whole University;

(c) To advise and make recommendations on policy development relating to the University’s admissions process and outreach activities;

(d) To oversee the application of University policy, procedure and guidance relating to enhancement of the quality and standards of all programmes of study and make recommendations on matters arising from these to the Academic Council through the Education Committee;

(e) To inform the Management Board and Academic Council of any relevant University-level planning and/or resource implications relating to learning, teaching and assessment developments;

(f) The Director shall have oversight responsibility for all academic matters relating to undergraduate and graduate education, including curriculum planning, development, assessment and approval, enrolment management, academic advising, the academic portions of orientation, services based learning, work-based learning, undergraduate research, and undergraduate support services. In the case of graduate education, the director will work in coordination with the Director of Graduate Studies;

(g) Work closely with School Deans and various committees to assure quality of curriculum and its proper delivery through careful monitoring of the scheduling process; and to assure that the University meets the needs of students. The Director shall advise and assist Schools in the development of programme content and quality;

(h) Submit the annual digest of external examiners’ reports to the Academic Council;
(i) The Director shall be the Secretary to the Education Committee and shall work closely with the faculties and schools in organizing the work of the Committee. The Director shall be responsible for preparing the agenda for Education Committee meetings and providing clerking work to the Committee. He or she will also be responsible for ensuring that policy matters and important decisions made by the Education Committee are communicated to all students and faculty, as may be appropriate; and

(j) The Director shall have supervisory role over the following functional sections of the Educational Development Office: Curriculum; Quality Assurance in Learning & Teaching; Academic Partnerships; Student Success Centre; and Educational Services.

STATUTE 39: OFFICE OF FACULTY AFFAIRS

(1) The purpose of the Office of Faculty Affairs (OFA) is to promote professional development and enhance faculty experience in the University.

(2) The OFA shall coordinate a variety of activities associated with faculty welfare and academic development. It will house two functional units, namely, the Doctoral Academy and the Centre for Teaching Excellence and Education Innovation, both of which are dedicated to promoting and supporting the academic and professional progress and success of early-career faculty as well as experienced academic staff.

(3) The OFA shall be headed by a Director of Faculty Affairs.

(4) Persons appointed to the position of Director of Faculty Affairs shall ordinarily be holders of a PhD degree with a distinguished record of teaching and scholarship; experience in higher education; administrative experience at the level of academic director or associate dean in a school; demonstrable experience in curriculum development, the assessment of student learning, and interaction with students, faculty, staff and external constituencies, including parents.

(5) The Director of Faculty Affairs shall report directly to the Deputy Vice Chancellor Academic and Student Affairs.
(6) The Director of Faculty Affairs shall be responsible for the overall strategy for faculty development and budget, and for overseeing the effective functioning of the Doctoral Academy and the Centre for Teaching Excellence and Educational Innovation.

(7) The office shall work in collaboration with officers responsible for faculty in each school or department to oversee and manage a wide range of faculty affairs processes, including but not limited to:

(a) Faculty recruitment, hiring, and appointments;

(b) Liaison with Office of Educational Development in the induction into teaching & learning;

(c) Promotion & tenure retirement, sabbaticals, annual performance reviews of faculty;

(d) Overall planning and direction of faculty and maintenance of faculty files and databases in the University;

(e) Overall faculty mentoring and orientation;

(f) Collation and reporting on faculty development, for example, teaching portfolios and other professional trainings, etc.;

(g) Coordination of the faculty teaching excellence awards programme;

(h) Promotion of leadership education for advancement of faculty;

(i) Liaise with the Partnerships and Internalisation office in relation to faculty exchange programmes; and

(j) Liaise with the People and Culture Office in preparation for and updating of the Faculty Affairs Handbook.
STATUTE 40: UNIVERSITY CHAPLAINCY

(1) There is a University Chaplaincy that is headed by a Chaplain, who is assisted by Assistant Chaplains. The Chaplains shall be members of faculty in the university and shall be expected to hold doctoral qualifications in ecclesiastical disciplines.

(2) The Chaplaincy is responsible for the spiritual care and Christian orientation of the University.

(3) The University Chaplain shall depend on the Regional Vicar of the Prelature of Opus Dei for his pastoral work in the University but shall report to the Vice-Chancellor for administrative matters.

(4) The University Chaplaincy shall provide its services to all campuses and colleges of the University.

STATUTE 41: POWERS OF DELEGATION

(1) Subject to the provisions of the Charter and these Statutes, the University Council, the Management Board, the Academic Council, College Academic Boards, School Academic Boards, the Chair of a Committee, Committees and Departmental Academic Boards may, subject to such conditions as they may deem fit, delegate any of their powers or duties conferred under or by virtue of the Charter, and these Statutes to their respective Chairpersons or any other member(s) or to person(s) comprising such member(s) and such other persons as they may respectively appoint.

(2) Subject to the Charter and the Statutes, any such delegation shall be revocable at will and shall not preclude the respective person or body making the delegation from exercising any of its powers or duties conferred upon or imposed under or by virtue of the Charter or Statutes.

(3) The University Council shall not delegate its powers to alter, amend, add to, or revoke any of the provisions of these Statutes.

(4) The University Council, the Management Board, the Academic Council, College Boards, Committees, and School Boards respectively, may from time to time make Guidelines, Policies, Rules and Regulations for governing their respective proceedings, subject to the provisions of the Charter, and the Statutes.
(5) Unless otherwise provided for by the Charter or by these Statutes, when any matter or question is put to a vote, it shall be determined by a simple majority of the members of the body concerned present and voting on the matter or question, and in the case of equality of votes, the Chairperson shall have a casting vote, whether or not he/she has voted before on the matter in question.

**STATUTE 42: RISK REVIEW COMMITTEE**

(1) The Risk Review Committee shall be responsible for assisting the Director of Internal Audit in the following matters:

   (a) Determining priorities, reviewing the internal audit/compliance plans and ensuring follow-up to internal audit/compliance reports so that appropriate corrective action is taken when violations arise;

   (b) Reviewing and assessing the potential risks being assumed by the University to confirm that they are in alignment with the University’s mission and objectives and for ensuring that necessary mitigation strategies are in place, resourced appropriately, and integrated with existing initiatives to enhance management and control;

   (c) Ensuring that proposals on the internal audit and compliance work plans are submitted to the Audit & Compliance Committee of the University Council for approval;

   (d) Ensuring that quarterly internal audit and compliance reports are submitted to the Audit & Compliance Committee of the University Council; and

   (e) Reviewing and monitoring the progress of the implementation of recommendations in the action plans contained in both the internal audit and compliance reports, and the external audit reports, and ensuring that quarterly reports are submitted to the Audit & Compliance Committee of the University Council.

(2) The Committee shall be chaired by the Director Internal Audit who will be responsible for convening Committee meetings and for organising the agenda for the meetings. The Chair will also be responsible for submitting Committee reports to the Audit & Compliance Committee of the University Council.
(3) The members of the Risk Review Committee shall be:

(a) The Director of Internal Audit;

(b) Executive Director of Finance;

(c) The Registrar or designee;

(d) Executive Director of University Services;

(e) Director of ICT Services;

(f) The Director of Support & Administration Services (SBS); and

(g) The Director of Corporate and Legal Affairs or designee.

STATUTE 43: STAFF OF THE UNIVERSITY

(1) This Statute shall apply to all Staff of the University which include Academic Staff, Research Staff, Teaching Staff, Administrative and Operations Staff.

(2) Academic staff are the professors, associate professors, senior lecturers, lecturers and research staff on academic conditions of service, whether they are funded by the University or by outside bodies, but excluding honorary and visiting staff.

(3) The University Council shall be responsible for ensuring that there are in place procedures governing the whole of the employment relationship, including the appointment, development and rewarding of Staff.

(4) The University Council shall approve the general terms and conditions of service as well as the promotion criteria for all Staff of the University.

(5) The Council shall also ensure that there are in place employment procedures for the staffing matters listed hereunder:

(a) The handling of disciplinary cases including the dismissal of such members of Staff by reason of misconduct and for appeals against disciplinary action;
(b) The dismissal of members of Staff by reason of redundancy and appeals against such dismissals;

(c) The dismissal of members of Staff (following confirmation in post after any applicable probationary period) by reason of incapability relating to work performance and appeals against such dismissals;

(d) The dismissal of members of Staff on the grounds of ill health or medical incapacity and appeals against such dismissals;

(e) The dismissal of members of Staff for any reason other than the reasons specified in subparagraphs (a) – (d) and (g) and appeals against such dismissals;

(f) The handling of grievances raised by members of Staff and appeals against grievance outcomes;

(g) The review of performance and progress of Academic Staff, Research Staff and Teaching Staff during any probationary period to which their appointment or employment is subject, and for the dismissal of such Staff during or at the end of their probationary period in the event of unacceptable progress or performance, and appeals against such dismissals;

(h) The removal of a member of Academic Staff, Research Staff or Teaching Staff from any role that is not defined within that member of Staff’s contract of employment by reason of incapability relating to work performance or misconduct and appeals against such removal; and

(i) The investigation and response to allegations of research misconduct against members of Academic Staff, Research Staff or Teaching Staff.

(6) The Council shall ensure that there is a Regulation for the removal from office and dismissal of the Vice-Chancellor of the University.

(7) In determining the procedures to be adopted under paragraphs 4 and 5, the Council shall apply the following guiding principles:
(a) Ensure that Academic Staff, Teaching Staff and Research Staff have ‘academic freedom’ within the law and subject to the University’s policy on research ethics, to question and test received wisdom, and to put forward new ideas and controversial or unpopular opinions, without placing themselves in jeopardy of losing their jobs or privileges;

(b) Procedures shall be applied to enable issues to be resolved informally where appropriate and wherever possible close to the time of origin, and within a reasonable timescale, including by mediation with the agreement of both parties;

(c) Enable the University to deliver its mission, vision and associated activities, efficiently and economically;

(d) Apply the principles of justice and fairness; and

(e) Seek to advance the principles of equality and diversity.

(8) A member of Academic Staff, Research Staff or Teaching Staff may raise the principle of academic freedom as an issue to be taken into account in any investigation of the facts; in any hearing or appeal which could lead to dismissal, the imposition of any penalty or sanction or removal or restriction of privileges; and in any decision or appeal in relation to any grievance.

(9) Redundancy dismissals of Academic Staff, Research Staff or Teaching Staff arising from departmental closure or significant organisational restructure shall only occur where Council has both approved the plans and authorised their implementation.

(10) All University Staff shall be subject to the authority of the University Council through the Management Board and the Vice Chancellor as per section 28(4) of the Charter.

(11) Subject to these Statutes, the Management Board shall appoint and promote such academic and administrative staff, except for those positions whose appointment is reserved to the University Council and those positions whose appointment is subject to consultation with the Chancellor, as it may deem necessary for the
efficient functioning of the University with such duties and upon such terms and conditions as the University Council may prescribe from time to time.

(12) Subject to these Statutes, the Management Board may make such other appointments and promotions, whether paid or honorary, as it may deem fit.

(13) The Management Board shall determine the number of persons employed by the University and the categorization of its employees for purposes of terms and conditions of service. Employees shall be categorized as Academic, Administrative, Supervisory and Support Staff.

(14) The Management Board may review the conditions of appointment and promotion of any staff categories from time to time, provided that, in so doing, any changes in such conditions shall apply in individual cases only to the extent that the changes are mutually acceptable by the member of staff and the Management Board.

(15) No official of the University or any other person employed by the University or working in or in connection with any department of, or under the control of the University, shall have authority, except with the express consent of the Management Board:

(a) To offer any person employment as a member of the University’s academic, research, teaching or non-academic staff, or to sign letters of appointment for such Staff; and

(b) To dismiss any academic, research, teaching or non-academic member of staff.

(16) The Management Board may delegate its powers under paragraph 15 of this Statute to the Vice-Chancellor or to the University Secretary, as it may deem appropriate and on such conditions as it may lay down. Consequent to that, consent signed by the Vice-Chancellor or by the University Secretary shall have the same effect as a certified resolution of the Management Board.

(17) Academic Staff involved in teaching shall be paid according to their academic ranks and experience. Management and Administrative Staff shall be paid according to their positions, academic qualifications and experience.
The detailed terms and conditions of service for staff shall be as set out in University’s Policies and subject to amendment thereto by the University Council from time to time.

**STATUTE 44: STUDENT ADMISSION**

In relation to student admissions, the University’s Admissions Service acknowledges that:

(a) The goal of Strathmore University is to produce graduates who will serve with competence, excellence and integrity in their chosen careers. To achieve this goal, the University shall aim to recruit students:

   i. Of the highest academic and intellectual ability;
   ii. With the potential and motivation to succeed on our courses; and
   iii. Who will fully engage with, and benefit from, studying at Strathmore.

(b) The University shall strive to achieve a student community that is balanced and diverse by creating equitable educational opportunities based on inclusiveness and diversity to enable us to attract the best and brightest students and achieve the widest possible student access to the University.

(c) The University shall put in place Student Admissions Policy to provide a framework and guidelines for operating a fair, effective and professional admission process ensuring consistent application of the Policy across all schools in the University. The Policy shall also provide for dealing with appeals and complaints by applicants;

(d) Schools and the University’s Admissions Services Office, along with other areas of the University, shall collaborate to provide effective admissions services;

(e) The Admissions Services Office shall have responsibility for determining and managing the University’s Student Admissions Policy and procedures; providing advice and support to academic departments, enquirers and applicants; assessing applications and making offers on behalf of academic departments; and developing and managing effective systems for admissions;
(f) Academic departments shall be responsible for determining entry requirements and assessment processes for each of their courses; assessing applications and making offers; and providing detailed and up-to-date course information for enquirers and applicants;

(g) The Academic Council shall have responsibility for reviewing and monitoring central and departmental admissions policies, procedures and strategies for all the University courses of study;

(h) The University shall provide accurate admissions and course information that is clear, comprehensive and easily accessible for enquirers and applicants. Up-to-date admissions and course information, including detailed information about entry requirements and how applicants are assessed, shall be published in our undergraduate and graduate print prospectus and on our website; and

(i) The University shall ensure that all applicants are provided with an equal opportunity to demonstrate their skills, abilities, potential and achievements. The University’s methods of assessment shall be fair and objective, applied consistently for each course and regularly reviewed. Each applicant shall be assessed on an individual basis.

**STATUTE 45: UNIVERSITY EXAMINATIONS**

(1) University Examinations shall be conducted under the general control of the Academic Council and shall be categorized as Ordinary University Examinations, Special Examinations and Retake Examinations.

(2) There shall be a Board of Examiners for each faculty, school or institute, which shall consist of all internal examiners as specified in the Statutes, University Regulations and Policies. The functions of the College/School/Institute Board of Examiners shall be to receive and process examination results and to recommend thereon to the Academic Council.

(3) All internal examiners in a given semester shall be required to set examinations for the courses they taught and submit these to a designated officer in charge of examinations at such times and places as the Academic Council shall determine.
(4) There shall be external examiners who will be appointed from outside the University by the Academic Council, for periods and on such terms as the Academic Council may from time to time determine. External examiners shall moderate draft examination questions and marked scripts.

(5) Internal examiners shall mark the examinations within a time frame to be specified by the Academic Council and, thereafter, external examiners shall moderate the marked scripts.

(6) After examination moderation, external examiners shall attend meetings of the College/ School/ Institute Board of Examiners to discuss their findings on the moderation process.

(7) The College/ School/ Institute Board of Examiners shall make recommendations to the Academic Council on the decisions made for each examination and each student.

(8) External examiners shall submit detailed assessment reports to the Vice-Chancellor on the students’ performance in the moderated examinations and indicate any strengths or weaknesses noted, while recommending appropriate action. The Registrar shall compile summary of the external examiners’ reports for discussion in the Academic Council.

(9) Any student found guilty of an examination irregularity shall be subject to appropriate penalties as determined by the Academic Council and elaborated in the relevant University rules that relate to academic assessment.

(10) The Academic Council shall release official university examination results in the form of academic transcripts through the Office of the Registrar.

(11) Any student not satisfied with the examination results may appeal to the Academic Council following a procedure elaborated in the University Policies and/or Regulations. The decision of the Academic Council after such an appeal shall be final.

(12) When a student requests access to examination marks, s/he is entitled to see preliminary marks and comments that contribute to final assessments.
(13) Students shall have no automatic right of access to examination scripts, but a student who has received a fail mark or been offered a re-sit may have access to his/her script in the presence of a member of the teaching staff where this is judged to assist in the process of advising on examination performance. Under these circumstances, the student is not permitted to take originals or copies away with him.

(14) The Academic Council shall approve the common examination regulations for undergraduate and graduate studies detailed in University Policies and Regulations and shall have powers to change them from time to time. The officer in charge of examinations shall ensure that the common examination regulations for undergraduate and graduate studies, and any amendments thereof, are made available to all affected academic staff and students.

STATUTE 46: DESIGNATION AND AWARDING OF DEGREES

(1) The University shall have powers to award the degrees approved by the Academic Council and relevant Regulatory Authorities.

(2) The list of the current degrees approved by the Academic Council shall be set out in the updated Curriculum Development and Review Policy.

(3) Any degree awarded by the University shall be authenticated by a degree certificate bearing the University Seal. Degree certificates shall be signed by both the Vice-Chancellor and the Deputy Vice-Chancellor for Academic & Student Affairs and shall incorporate a brief description of the programme in which the award is made.

(4) An Academic Board may recommend a candidate to the Academic Council for the award of a degree of the University only after the candidate has attended a prescribed degree programme for the minimum specified duration and passed all the prescribed examinations.

(5) No person shall be awarded a degree unless he/she has paid all money due from him/her to the University in the form of fees or otherwise and has fulfilled all the academic requirements for that degree, except in so far as being exempted from them.
(6) Any degree of the University may be conferred upon a person who is not present to receive the degree under the conditions prescribed by these regulations, if the candidate has satisfied all the conditions laid down for that degree. Persons so admitted to degrees in absentia shall satisfy the requirements of clause 4 above.

(7) A deceased candidate who has satisfied the academic requirements for a degree of the University shall be admitted to the degree posthumously.

**STATUTE 46: A - HONORARY DEGREES**

(1) The University shall have powers to award honorary degrees in the disciplines in which the University is engaged, and such an award shall be through the procedure specified in the Regulation on Honorary Degrees.

(2) Any member of the University Council, the Academic Council or the Academic Staff may propose in writing to the Vice-Chancellor the name of a distinguished person to be considered for the award of an honorary degree of the University. A statement setting forth the honorary degree recommended and the detailed grounds on which the recommendation is based shall accompany the proposal.

(3) There shall be a Committee for Honorary Degrees that will consider proposals for the award of honorary degrees and make recommendations to the Academic Council. The Vice-Chancellor shall chair the committee and the Registrar shall be its Secretary.

(4) Members of the Honorary Degree Committee shall be as follows:

(a) The Vice-Chancellor;

(b) The Deputy Vice-Chancellors;

(c) The University Secretary;

(d) The Registrar;

(e) The Dean of the Faculty, School or Institute in which the degree falls;

(f) Two representatives of the Academic Council; and

(g) Two representatives of the University Council.
(5) The University shall admit no person to an honorary degree unless both the University Council and the Academic Council have approved the name of such a person for that purpose.

(6) An honorary degree shall be awarded by the Chancellor presiding at the congregation in which the honorary degree is being awarded and, where the recipient is the presiding Chancellor, or where the Chancellor is unable to preside in person, the degree shall be awarded by the Pro-Chancellor or his designated appointee.

STATUTE 46: B - HIGHER DOCTORATES

(1) Higher doctorates shall be awarded by Strathmore University on the basis of a substantial body of published scholarly work that comprises a significant, distinguished and coherent contribution to knowledge in the relevant discipline.

(2) This statute provides a framework for the development, structure, and administration of higher doctorate programmes, so that there is consistency between disciplines across the University.

(3) Each higher doctorate programme shall be administered by the respective College, School or Institute in accordance with this statute and the University’s Policies and/or Regulations.

(4) The list of the current Higher Doctorates approved by the Academic Council shall be set out in the Curriculum Development and Review Policy.

STATUTE 47: CONGREGATION FOR CONFERMENT OF DEGREES

(1) For the purpose of conferring degrees and the awarding of post-graduate diplomas and certificates of the University, there shall be a meeting of the University, which shall be called a Congregation.

(2) The Chancellor shall in the name of the University, in person or through the Pro-Chancellor or his designated appointee, confer degrees and grant diplomas, certificates and other awards of the University
(3) The Congregation shall be presided over by the Chancellor or the Pro-Chancellor or his designated appointee.

(4) The procedure of summoning a Congregation for the presentation of graduands and for the conferment of degrees and awarding of post-graduate diplomas and certificates shall be determined by the Academic Council in consultation with the Management Board.

(5) The Vice-Chancellor shall declare a Congregation of the University a meeting convened for the purpose of conferring degrees and awarding post-graduate diplomas and certificates and shall pronounce such a Congregation formally dissolved at the end of the ceremony.

STATUTE 48: EMERITUS PROFESSORSHIP AND RESEARCH PROFESSORSHIP

(1) Following recommendations of the Academic Council, the University Council may confer the title of Emeritus Professor upon a professor of the University who has reached retirement age.

(2) Appointment of emeritus professors shall be on a renewable contract for a maximum of five years.

(3) The position of Research Professor shall be available to professors who as they retire from active status request this title in preference to the designation Professor Emeritus.

(4) Conferment of the title of Research Professor shall be for a maximum of five years after formal retirement from active status.

(5) The Management Board shall determine the terms and conditions of appointment of emeritus or research professors, subject to approval by the University Council.
STATUTE 49: STUDENT COUNCIL

(1) There shall be a Student Council that will serve and represent the students of the University and act as the main forum through which students may express their views concerning their academic and social life, as provided for in section 29 of the Charter.

(2) The Student Council shall be governed by the terms and provisions of its Constitution, whose articles shall be approved by the Academic Council.

(3) Subject to the provisions of the Constitution of the Student Council, the student body may propose constitutional amendments, but these will take effect only after approval by the Academic Council.

STATUTE 50: ALUMNI

(1) The University has established the Strathmore University Alumni a not for profit entity which shall serve and represent the Alumni as provided for under section 30 of the Charter.

(2) Past and present academic staff of the University may be admitted among the Alumni as associate members.

(3) The Strathmore University Alumni shall meet and discuss any matters relating to the University and shall transmit its resolutions and recommendations thereon to the Management Board and where confirmed these shall be recommended by the Management Board to the University Council for approval.

(4) The Alumni shall operate through the Strathmore University Alumni which shall be governed by its constitutive documents, by-laws, guidelines, charter or regulations which shall only be effective once approved by the University Council on the recommendation of the Management Board and shall not conflict with the Mission, Vision and Values of the University.
STATUTE 51: STRATHMORE UNIVERSITY FOUNDATION

(1) The University has established the Strathmore University Foundation which shall serve and represent the University in its Fundraising and Advancement initiatives.

(2) The Strathmore University Foundation shall meet and discuss any matters relating to the University and shall transmit its resolutions and recommendations thereon to the Management Board and where confirmed these shall be recommended by the Management Board to the University Council for approval.

(3) It shall be governed by its constitutive documents, by-laws, guidelines, charter or regulations which shall only be effective once approved by the University Council on the recommendation of the Management Board and shall not conflict with the Mission, Vision and Values of the University.

(4) The Executive Director of the Foundation shall ensure that members of the Fundraising & External Relations Committee of the University Council are provided with the information necessary for them to fulfil their responsibilities, including timely preparation and forwarding of the agenda papers, reports and minutes to the Corporate and Legal Affairs for review and onward transmission to the members of the Fundraising & External Relations Committee of the University Council and Minutes of meetings of the Fundraising & External Relations Committee of the University Council to the Corporate and Legal Affairs office.

STATUTE 52: STANDARDS OF STUDENT CONDUCT

(1) All members of the Strathmore community have responsibilities to each other, responsibilities which, if we all meet them, will allow our student members to achieve their full potential and the University to flourish.

(2) In fulfilment of its educational mission, the University shall sustain its commitment to:

   (a) Establishing and sustaining a community that supports independent scholarly learning and research, critical judgment, academic integrity and ethical standards in all students;
(b) The pursuit of excellence in all aspects of learning and research;

(c) Involving students as active participants in their educational experience; and enhancing the student experience.

(3) The basic principles that underpin the standards of student conduct spelled out in this Statute include respect for the integrity of the academic process; individual integrity and self-respect; respect for the freedoms and privileges of others; and respect for University resources. All students enrolled in the University are expected to observe these Standards of Conduct together with all University policies and regulations which reinforce or apply these Standards.

(4) To achieve its aim to inspire and enable learning, the University shall: -

(a) Provide a higher education curriculum which provides choice, makes learning and research accessible and strives to meet the needs of our students and the communities in which they live and work;

(b) Provide high quality learning materials and person-centered learning;

(c) Support each student in a way that is appropriate for them to develop as independent learner or researcher;

(d) Take advantage of new technologies which enable people to learn in a way that meets their individual needs and commitments and that helps to overcome barriers to study;

(e) Support students to achieve positive personal and career development outcomes;

(f) Maintain high academic standards through fair and rigorous assessment;

(g) Advance knowledge and understanding through research and scholarly activity which contributes to the international reputation of the University;
(h) Provide timely, clear, accurate and accessible information, including any changes which affect the student experience, such as information about the cost of study and the curriculum;

(i) Promote and support the right of students to participate in the management of students’ affairs in the University through the Students Council; actively support the Student Council to engage with all its members to foster a vibrant student community and to promote their educational and social interests; and welcome constructive feedback to enhance the student experience;

(j) Maintain and enhance the standards and reputation of the University, recognising the contributions that all members make to its success;

(k) Commit to an economically and environmentally sustainable future for our University;

(l) Provide and make use of fair and open means to deal with student concerns and grievances;

(m) Encourage graduates and former students to continue to be part of the Strathmore community through the Alumni Association.

(5) Respect for the Integrity of the Academic Process: -

(a) The conduct of members of the Strathmore community should protect and promote the University’s pursuit of its academic mission. All students, academic staff and administrators are, therefore, expected to conduct themselves with integrity in their learning, teaching and research, or in the ways in which they support those endeavours;

(b) The University regards honesty and integrity as essential moral qualities in our students. Any student who commits an act of academic dishonesty is considered to have violated academic integrity and will therefore be subject to academic disciplinary actions. Any behaviour which constitutes academic dishonesty includes cheating, plagiarism, submission of material for assessment which is not the student’s own work, as well as the use of fabricated or copied data for assessment;
(c) All students shall comply with the University’s Standards of Academic Integrity as provided in the Statutes and all other academic Regulations and Policies the University has set in place.

(6) Individual Integrity and Responsibility for Learning: -

(a) In order to ensure that the University can dedicate itself fully to its academic and educational vision, it is expected that an individual’s personal integrity will be reflected not only in honest and responsible actions but also in a willingness to offer direction to others whose actions may be harmful to themselves or the community. The University expects that members of the Strathmore community will be truthful and forthright.

(b) Student members of the community are expected to:

i. Value their personal integrity and therefore to demonstrate honesty at all times;

ii. Use the information, advice, guidance and services that are provided to support their learning and achieve their career goals;

iii. Make the commitment to study, use the learning materials and resources that are available to them, to ensure that they are prepared for study at the appropriate level and to complete the scheduled learning, research and assessment activities on time;

iv. Contribute to, and support others to contribute to, the academic exchange of ideas in their interactions with each other and with academic staff;

v. Make responsible use of the teaching and learning support and supervision provided;

vi. Be punctual for classes and other appointments;

vii. Engage with and respond to feedback whilst retaining personal responsibility for their own learning and research, and uphold the highest standards of academic integrity; and

viii. Comply with the rules and regulations set by the University.
(5) Respect for Others: -

(a) The University strives for a sense of community in which the individual growth of all members is advanced through the cultivation of mutual respect, tolerance, and understanding. The University seeks to promote an environment that in its diversity is integral to the academic, educational, and community purposes of the institution.

(b) As members of the Strathmore community all students are expected to:

i. Value diversity and recognise that different people bring different perspectives, ideas, knowledge and culture and that this difference brings great strength;

ii. Treat all other members of the University with dignity and respect; being honest, considerate, respectful and courteous towards others; challenge inequalities, and anticipate and respond positively to different needs and circumstances;

iii. Observe the University’s Dress Code

iv. Respect the rights of others to hold different beliefs and views and to express them through appropriate contribution to discussion and academic debate;

v. Respect confidentiality and only use information they have been given for the legitimate purposes for which it is provided;

vi. Show consideration for the welfare of their friends and peers and, if appropriate, provide advice on seeking help;

vii. Show consideration for others regarding noise (e.g. switching mobile phones off in classes);

viii. Communicate with each other in ways that are clear, relevant, respectful, accurate and timely, and exemplified by transparency and constructive dialogue; and

ix. Show respect to University administrators, lecturers and other staff at all times and to establish friendly relationships with other students.

(8) Respect for University Resources
(a) All members of Strathmore community are expected to respect and conserve the general resources and physical property of the University including, but not limited to, equipment, information resources, communications systems, technology, software and service licensing, and databases containing personal information;

(b) As members of the University community all students are expected to:
   i. Show respect for the safety and property of other persons as well as of the University;
   ii. Follow the rules laid down by the University for the use of the Library, ICT Services, transport and other services;
   iii. Behave in a responsible, ethical and legal manner, when using computing and network resources and facilities at the University, which could allow you access to sensitive data and to internal networks;
   iv. Familiarise themselves with health and safety policies of the University and comply with them;
   v. Cooperate with the University administration in maintaining security and be prepared to produce their identity card when requested;
   vi. Care for the environment at Strathmore by respecting buildings, spaces and facilities;
   vii. Recycle and dispose of waste material responsibly; and
   viii. Be aware of and heed the University’s advice for saving energy.

(9) Social and Sporting Behaviour: -

(a) Strathmore enjoys a reputation as a fine university. The University expects its members to conduct themselves at all times in a manner that does not bring the University into disrepute; this includes conduct whilst not on SU premises. In their off-campus lives students are also expected to conform to the standards of community behaviour as expressed in the Standards of Student Conduct. In particular, all students, whether on campus or off-campus, shall be expected to:

   i. Show good sportsmanship whilst taking part in sporting activities;
ii. Refrain from exhibiting displays of indecent behaviour or disorderly
behaviour related to drunkenness;

iii. Ensure that any activity they engage in using the internet, including virtual
learning environments (e.g. Moodle), social networking sites (e.g. Facebook and Twitter), blogs or other web resources, refrains from causing
offence and could not be regarded as bullying or harassment; and

iv. Detach themselves from any acts of assault on or defamation of or sexual
and other form of harassment towards the person of any staff or student
member of the University or of any visitor to the University or any member
of the public.

(10) Reporting Suspected Violations: -

(a) The University is committed to the highest standards of ethical conduct and
integrity in all areas of its mission. A breach of the University’s Standards of
Conduct would therefore result in disciplinary action in accordance with the
approved student disciplinary procedures of the University;

(b) The University encourages students to report suspected violations of
applicable University regulations, and of the Standards of Student Conduct.
This reporting should ordinarily be made initially through the Office of the
Dean of Students. If for any reason it is not appropriate to report suspected
violations to the Office of the Dean of Students, the student may contact the
University’s Director of Internal Audit. We expect that the report will be made
on an effort of good faith effort to address legitimate issues that need
correction, or to otherwise provide reliable information. If you are reporting a
suspected violation in good faith, it is protected under the University’s Policy
for Disclosure.

(11) Procedures for Adjudication of Violations: -

(a) Students are expected to conduct themselves in a way that respects the ethical
standards of the University and accords with the University’s educational
mission. This includes obeying state laws as well as the Standards of Student
Conduct set out in this Statute. Not knowing or understanding these standards
and associated University policies and regulations shall not be a defence or
excuse. Those students whose behaviour violates the Standards will be subject
to disciplinary action under the University’s Student Disciplinary and Grievance Procedures;

(b) The University recognises that human beings are prone to error and shall endeavour to correct before meting out punishment, except when the reputation of the University is at stake. No student shall be subject to an adverse finding that he or she violated these Standards, and no penalty shall be imposed relating thereto, except in accordance with procedures appropriate for disposition of the particular matter involved. The Student Affairs Office will try to support those who are harmed and educate those who cause that harm;

(c) Reports of suspected violations will be investigated under the Student Affairs Office by designated University officers. Each member of the University is expected to cooperate fully with any investigation undertaken. If it is determined that a violation has occurred, the University reserves the right to take corrective and disciplinary action against any student who was involved in the violation or who allowed it to occur or persist due to a failure to exercise reasonable diligence. Disciplinary actions will be determined on a case-by-case basis and in accordance with the applicable disciplinary procedures; and

(d) The procedures for hearing and determining cases involving allegations of misconduct by students are described in the University’s Student Disciplinary & Grievance Procedures handbook. The handbook also lists concrete examples of violations of the Standards of Student Conduct plus possible sanctions or penalties.

STATUTE 53: RESEARCH PHILOSOPHY OF THE UNIVERSITY

(1) Research in Strathmore University must be relevant to the general benefits of society, as well as for specific intellectual purposes. It should be used to increase knowledge in ways that do not harm society or degrade the human person. Furthermore, there should be mutual reinforcement of teaching and research, where all teaching in the University has a base in the creative experience of scholarly and scientific inquiry.

(2) The University is committed to cultivating a culture and tradition of excellence in both fundamental and applied research. The University will develop research over a broad range of disciplines, while at the same time laying special emphasis
on those areas of research where it can excel and contribute effectively to the service and development of society.

(3) The University will nurture interactive entrepreneurial collaboration with industry and business enterprises to engage in applied research and innovation whose results can be converted to goods and services in the society. This collaboration is expected to culminate in the transfer of research results to the private sector through enterprise development and business incubation.

(4) The University recognises that research flourishes in an atmosphere of academic freedom. Individual researchers are expected to assume direct responsibility for the intellectual and ethical quality of their work. Researchers must remain aware of the consequences of their research activity; and the researcher must balance the possibility of harmful application against potential benefits. In all cases, the University expects the researcher to respect and uphold the principle of unity of faith and reason which forms the basis of the ethical norms which guide teaching and research in the University.

(5) Research in the context of the University’s assertion that the quality of teaching rests on sound and relevant research encompasses the following:

(a) Discovery, dissemination and interpretation of new knowledge;

(b) Reinterpretation of existing bodies of knowledge;

(c) The application of principles from existing bodies of knowledge to describe or solve new problems;

(d) The invention and generation of ideas, images, designs, where these lead to new or substantially improved insights or presentations;

(e) The use of existing knowledge to produce new or substantially improved materials, devices, products or processes; and

(f) Reflection on current practice by practitioners.

(6) All research undertaken by any member of the University must abide by the Research Policy of the University.
STATUTE 54: ICT RESOURCES AND SERVICES

(1) The Information and Communications Technology (ICT) resources and services of the University shall be provided for in the advancement of the University’s mission and its educational aims. ICT resources include information, technology (hardware, networks, systems software, databases and ICT facilities), applications and personnel.

(2) ICT Services Committee shall review ICT opportunities, risks and issues, and advise the Management Board.

(3) To ensure appropriate protection, all major ICT resources (including information, applications and hardware, etc.) should be identified and have a nominated owner. Ownership of ICT resources supporting organizational unit processes will be assumed by appropriate user management while ownership of shared ICT resources will be with the ICT Director. Authorization for access and use of the asset is the responsibility of the owner. While responsibility for implementing security controls over these assets may be delegated, accountability remains with the owner.

(4) The ICT Department is a custodian for shared ICT resources and is responsible for implementing appropriate security controls over these resources on behalf of the owners. In particular, the ICT Department is responsible for administering access controls on behalf of and upon the written authority of the owners of the assets.

(5) A committee composed of senior ICT officers will be responsible for reviewing ICT issues and advising the ICT Director. While not being exhaustive, key areas to be dealt with by the committee include: Planning of Infrastructure and related Projects, ICT Risk Management and Security, ICT Innovation for process improvement, and ICT Service Delivery and Quality matters.

(6) The ICT Department shall ensure that ICT resources and services are made available to students, staff and approved guests at all times and shall resolve any interruptions to services within the shortest time possible.

(7) Owners are ultimately responsible to ensure that ICT resources under them are appropriately safeguarded and properly managed. ICT Director and owners shall carry out risk assessment at least annually and ensure that appropriate security
controls are implemented to safeguard ICT assets against identified risks. This includes ensuring that an effective business continuity and disaster recovery plan is implemented for all critical ICT resources.

(8) All users of ICT resources in the University will be required to observe the ICT regulations, which are shown in the University Policies and/or Regulations.

(9) Internal and external assurance will be carried out at least once annually and recommendations taken into account in designing and/or enhancing controls to ICT resources.

STATUTE 55: INTELLECTUAL PROPERTY OWNERSHIP

(1) The creation of intellectual works is one of the ways the University fulfils its mission of contributing to the body of knowledge for the public good. Innovations, academic materials, publications and other creations are the natural outgrowth of activities in teaching, research and service. The University shall endeavour to encourage the creation of original works of authorship, and also design business and technological innovations.

(2) Strathmore University’s intellectual property policy is intended to embody the spirit of academic tradition, which provides intellectual property ownership to members of the University for their intellectual works, and is otherwise consistent with the Copyright Act, 2001, and the Industrial Property Act, 2001 subsequent amendments thereto and all other Statutory or Regulatory Requirements in the Republic of Kenya, which are aligned to the University’s Mission, Vision and Values, for all matters relating to Intellectual Property in which the University is involved. The University’s policy on copyright ownership and related rights is as set out in the University’s Policies.

STATUTE 56: EQUAL OPPORTUNITY AND DIVERSITY

(1) The University fosters and promotes equality, diversity and inclusion.

(2) Strathmore University is an equal opportunity employer.
(3) The University endeavours to admit qualified students into its programmes irrespective of their ethnicity, nationality, race, religion, sex or socio-economic status.

**STATUTE 57: FINANCE**

(1) All funds, assets and property, movable or immovable, that belong to the University shall be managed and utilised by the University Council in accordance with the provisions of these Statutes and the Charter, in such a manner and for such purposes as will promote the best interests of the University.

(2) Money belonging to the University shall be kept in University bank accounts with the banks approved by the University Council.

(3) Available funds shall be invested in a way that maximizes returns from those funds while maintaining an acceptable level of risk to those funds.

(4) All moneys received by the University for special purposes other than recurrent expenditure and endowment shall be used for the special purpose.

(5) Quality and timely financial information shall be made available to the University Council and Management Board and other relevant organs of the University in such a way as to facilitate appropriate and effective financial decision making.

(6) An effective system of internal controls shall be maintained to ensure that appropriate measures are in place to mitigate against all known material risks and safeguard the assets of the University. This includes providing on-going assurance as to the effectiveness of both internal and external controls through on-going review and monitoring of control systems.

(7) The financial affairs of the University shall be managed in such a way as to ensure financial sustainability of the University.

(8) For more details, refer to the University’s Policies and/ or Regulations.
STATUTE 58: HEALTH AND SAFETY

(1) The University shall observe the following provisions of public health: -

(a) The application of relevant by-laws of the Local Authority, the Building Code and the Public Health Act;

(b) Ensuring that materials used in buildings, as well as building lighting, ventilation and sound proofing conform to the relevant by-laws and the Building Code;

(c) Ensuring that building hygiene and sanitation conform to the relevant by-laws and the Building code; and

(d) Ensuring safe water supply and waste disposal, as provided for in the relevant by-laws and the Public Health Act.

(2) The University shall observe the following provisions of public safety:

(a) Ensuring structural soundness and stability in its buildings through a careful choice of registered and reputable architects, engineers and contractors for its buildings and other civil works;

(b) Ensuring fire safety by using fire resistant materials in its buildings, where possible, providing adequate and well-marked fire escape routes, installing fire protection and firefighting equipment and providing general awareness in fire safety; and

(c) Providing insurance cover against fire, serious injury and other accidents to its employees and students while on official duty within and outside the University.

STATUTE 59: HIV AND AIDS

(1) This policy applies to all staff insofar as their employment with the University is concerned and to all students in the University. It has been compiled in the light of the present situation, current knowledge and Government guidelines, and will be subject to review and amendment in the light of future developments.
(2) The University regards AIDS and the medical conditions caused by HIV infection in the same way as any serious illness. The normal University regulations shall apply to all staff and students, with no discrimination against people with HIV/AIDS.

(3) Any information concerning the HIV status of any employee or student of the University shall be treated as strictly confidential, and it must not be divulged to any third party without the express written agreement of the individual concerned.

(4) The University believes that education, fostering moral values and the provision of information to all staff and students constitute the most effective way of combating the spread of HIV/AIDS. Appropriate support and advice will be provided to all employees and students of the University.

**STATUTE 60: STRATHMORE UNIVERSITY PRESS**

(1) Strathmore University Press (SUP) has been established to further the University’s objective of excellence in research, scholarship and education, through publishing.

(2) The Management Board shall determine the manner in which the Strathmore University Press shall exist and operate.

**STATUTE 61: RESEARCH CENTRES AND INSTITUTES**

(1) There shall be Research Centres or Institutes and such other academic units dedicated to research within the University as the University Council may from time to time determine in accordance with the Charter and these Statutes.

(2) The University Council may establish and disestablish within the University such Research Centres or Institutes or other similar entities for research as it may determine from time to time.

(3) The University Council may determine from time to time the constitution and administrative arrangements for any such Research Centres or Institutes or other similar entities.
(4) The Purpose of Research Centres or Institutes:

(a) University research centres or institutes may differ considerably in scope and organization. They may be called centres or institutes; they may be linked to broader consortia or be primarily University based;

(b) The University research centres or Institutes shall fall under the Office of the Deputy Vice-Chancellor for Research and Innovation;

(c) The University research centres or Institutes shall play an important role in stimulating and supporting interdisciplinary research on campus, in broadening the knowledge base which leads to new discoveries and ensuring that the University’s innovations are transferred to society in a productive and beneficial manner;

(d) These University research centres or Institutes shall also play an important role in educating and training the next generation of researchers and innovators;

(e) The University research centres or institutes shall contribute to the educational mission of the University by playing the following roles:
   i. Provide a focal point for research strengths, especially where there are links with external users of that research;
   ii. Be useful vehicles for stimulating research activities especially research projects that require interdisciplinary, interuniversity and/or interuniversity/industry collaboration; iii. Provide opportunities to secure substantial additional funding for the University;

(f) Create a critical mass of researchers in areas where this is vital, especially when this crosses Faculty, School or Department boundaries;

(g) Provide a means for the University to maximize returns on investment in research;

(h) Foster and promote joint appointments of academic staff in other academic departments across campus;
(i) Offer applied research training opportunities for graduate and undergraduate students;

(j) Provide employment opportunities to students through internships, graduate research assistantships and other employment opportunities to learn while assisting with research and other activities at the Centre; and

(k) Disseminate research findings through journal articles, books, monographs and policy briefs.

(5) General Criteria for Establishment and Review of Research Centres or Institutes:

(a) The establishment of a University Research Centre or Institute can only be justified where the proposed research activities will represent academic endeavour at a high level and be likely to enhance the national and international standing of the University;

(b) The following general criteria shall guide both the development of a proposal for a new University Research Centre or Institutes and the annual evaluation of current Centres:

i. The focal area should be strategically important to the success of the University;

ii. The Centre or Institutes should have the potential of transforming the University to become a leader among peer institutions;

iii. The Centre or Institutes must demonstrate the capability of successfully raising funds to support itself;

iv. The Centre or Institutes should demonstrate ability and willingness to draw talented faculty and students from the schools in the University;

v. The Centre’s or Institutes work should contribute to the strengthening of the Strathmore ‘brand’;
vi. The Centre or Institutes should demonstrate capability of influencing others beyond those participating in the initiative itself; and

vii. The Centre or Institutes should demonstrate the ability to make an impact on the outside world

(6) The University’s Research Committee shall provide guidelines for establishing new centres, put in place procedures for reviewing and evaluating proposals for establishing new centres, and set standards for performance for both new centres/institutes and existing ones. Less productive centres and institutes may be reorganized or closed. Procedures for regular review will be established to ensure that such decisions are informed and timely.

STATUTE 62: DATA PROTECTION

(1) Strathmore University processes information about its staff, students and other individuals for a variety of purposes. When processing information, the University is committed to protecting the rights and privacy of students, staff and others in compliance with all applicable legislation. This Statute sets out the principles that will apply in meeting this commitment.

(2) The Statute provides various safeguards relating to the management of individuals’ personal data. It places a number of obligations on the University to ensure personal data is managed effectively and lawfully.

(3) The Data Protection Principles apply to all staff, students and agents of the University, including those who process personal data off-site. All personal data collected, held and processed on computer, on-line as well as in structured manual files is subject to the Data Protection Principles.

(4) The purposes for which data is processed by the University include but are not limited to: recruiting and paying staff, administering programmes of study, recording student progress, calculating and approving awards, collecting fees, and complying with legal obligations to funding bodies and government.

(5) A breach of these Principles may constitute a disciplinary offence for either staff or students and may bring into effect the relevant disciplinary procedures. Other agencies and individuals working with the University, and who have access to
personal information processed by the University, must also comply with this statute.

(6) Departments and academic units that interact with external agencies are responsible for ensuring that such agencies agree to abide by these Principles.

(7) Data Protection Principles

(a) Personal data shall be processed fairly and lawfully;

(b) Personal data shall be obtained for specific and lawful purposes and not processed in a manner incompatible with those purposes. Personal data should only be obtained if there is a clear purpose or purposes for which it will be used and must not then be used for a different purpose;

(c) Personal data shall be adequate, relevant and not excessive in relation to the purpose for which it is held. Only the information needed for a specific purpose should be collected. If data are given or obtained which are excessive for the purpose, they should be immediately deleted or destroyed;

(d) Personal data shall be accurate and, where necessary, kept up to date. Data that are kept for a long time must be periodically reviewed and updated as necessary. Data should not be kept unless it is reasonable to assume that they are accurate. Members of the University are responsible for ensuring that any personal data they supply to the University are accurate and up-to-date;

(e) Personal data shall be kept only for as long as necessary. Personal data should not be kept for longer than the data are required for the purpose for which the data was originally obtained. Personal data must, however, be disposed of in a way that protects the rights and privacy of data subjects (e.g. shredding, disposal as confidential waste and secure electronic deletion);

(f) Personal data shall be processed in accordance with the rights of data subjects under applicable legislation. Personal data should not be disclosed to third parties except in circumstances permitted or required by applicable legislation or with the consent of the individual concerned. In most cases, this consent should be provided in writing. Further guidance on how to respond to requests from third parties for the disclosure of personal data is set out below;
(g) Appropriate technical and organisational measures shall be taken against unauthorised or unlawful processing of personal data and against accidental loss or destruction of data. All staff are responsible for ensuring that any personal data that they hold are kept securely; and

(h) Personal data shall not be transferred to a country outside Kenya unless that country ensures an adequate level of protection for the rights and freedoms of data subjects in relation to the processing of personal data;

(8) The University will ensure that personal data are not disclosed to unauthorised third parties which includes family members, friends, government bodies, and, in certain circumstances, the police.

(9) Personal data may be disclosed only where the individual has given his/her written consent or the disclosure is in the legitimate interests of the University or the institution is legally obliged to disclose the data or disclosure of data is required for the performance of contract.

(10) Disclosure is permitted without consent if the information is requested for one or more of the following purposes and the purpose is supported by clear evidence: to safeguard national security, to prevent or detect crime including the apprehension or prosecution of offenders, to assess or collect tax and HELB loans; to discharge regulatory functions; to prevent serious harm to a third party; and to protect the vital interests of the individual. This refers to life and death situations.

(11) Detailed guidelines for handling personal data are given in the University’s Policies and/ or Regulations.

STATUTE 63: ADVISORY BOARDS

(1) The University Council may create and appoint members to the advisory boards on such terms as it thinks fit, subject to the Charter and Statutes and after consultation with the Management Board. Such boards may include members unconnected with the University. The University Council may refer to them for advice and report on any matter, and such advice and report shall be duly considered by bodies in the University as the University Council directs.

(2) Proposals for the appointment of members to an advisory board from the colleges/schools/institutes should be made to the Management Board.
STATUTE 64: INTERPRETATION OF THESE STATUTES

(1) The University Statutes shall bind all members of the University and the University in its dealing with other entities.

(2) In interpreting the Statutes, the University shall adopt the interpretation that most favours the Philosophy, Spirit, Mission and Core Values of the University.

(3) The University may take regulatory, policy, procedural development and other measures including setting of standards to achieve the Philosophy, Spirit, Mission and Core Values of the University.

(4) No provision of these Statutes shall override the provisions of the Charter.

(5) Words in the singular shall include the plural, and words in the plural shall include the singular. Words and expressions importing masculine gender shall include, where applicable, the feminine gender.
SCHEDULE I: M.O.U. BETWEEN OPUS DEI PRELATURE AND STRATHMORE EDUCATIONAL TRUST, REGISTERED TRUSTEES

In this Memorandum of Understanding (M.O.U.), the following terms, unless otherwise specified, shall have the meanings stated hereunder:

**SERT**
Strathmore Educational Trust, Registered Trustees, a charitable trust and the owner, in trust, of the properties of Strathmore University, incorporated in Kenya under the Land Perpetual Succession Act, with offices at Mzima Springs Road, Nairobi.

The postal address is:

*Strathmore Educational Trust, Registered Trustees*
*P.O. Box 25469 – 00630, Lavington, Nairobi, Kenya.*

**Opus Dei**
The Kenya regional circumscription of the *Prelature of the Holy Cross and Opus Dei*, a worldwide Personal Prelature of the Catholic Church, with offices at Peponi Road, Nairobi.

The postal address is:

*Prelature of the Holy Cross and Opus Dei*
*P.O. Box 25467, 00630 Lavington, Nairobi, Kenya.*

**Chancellor**
The person identified by the Charter as Chancellor, who shall be the Prelate or head of *Opus Dei* at any given time.

**Pro-Chancellor**
The person identified by the Charter as Pro-Chancellor, who shall be the Regional Vicar of Head of *Opus Dei* in Kenya at any given time.
University

Strathmore University, a non-confessional, not-for-profit University with a Christian ethos established under the Charter.

University Council

Body established by the Charter to govern Strathmore University and promote its foundational aims.

SERT, represented by its Chairman, Dr. Caesar Mwangi, and Opus Dei, represented by the Pro-Chancellor, Rev. Fr. Silvano Ochuodho, hereby agree that:

1. SERT desires that the education given by Strathmore University be carried out with high professional, moral, human and spiritual standards in a free and responsible environment.

2. In pursuit of the goal stated above, SERT does hereby entrust to Opus Dei the spiritual care and Christian orientation of the University.

3. In accordance with the University Charter, the Chancellor shall discharge his duties in person or through the Pro-Chancellor.

4. The Pro-Chancellor shall appoint the University Chaplain and any Assistant Chaplain of the University. He shall also give his consent to the appointment of senior academic and management staff.

5. The appointment of the members of the University Council and the Management Board shall be made after consultation with the Chancellor through the office of the Pro-Chancellor.

6. The validity and effects of this Memorandum of Understanding shall commence on the date of adoption of these Statutes and shall remain valid in perpetuity unless otherwise established by the Parties.
IN WITNESS whereof the Parties have caused common seal to be hereto affixed and have hereunto set their hands the day and year herein above written.

..........................................
SERT Chairman

..........................................
The Regional Vicar of the Prelature of *Opus Dei*

..........................................
Witnessed by:
Schedule II: Functional and Corporate Structure of the University
Planning and Development Division

DVC Planning & Development

- Estates and Physical Planning
- Strategy and Quality Assurance
- Community Service
- Partnerships & Internationalisation
- Strathmore University Foundation
- Strathmore University Alumni Association
Academic and Students affairs Division

DVC Academic & Student Affairs

- Registrar
- Mentoring
- Schools & Institutes
- Educational Development
- University Librarian
- Dean of Students
- Faculty Affairs
- Graduate Studies
Research and Innovation Division

- DVC Research & Innovation
  - Research Innovation & commercialization
  - Research Centers
  - Research Partnerships