

HUBERT KAIRUKI MEMORIAL UNIVERSITY



STUDENTS AFFAIRS POLICY FOR HUBERT KAIRUKI MEMORIAL UNIVERSITY

PREFACE

THE STUDENT AFFAIRS POLICY OF THE HUBERT KAIRUKI MEMORIAL UNIVERSITY (HKMU)

The University Student Affairs Policy document is based on the understanding that students form an important constituency in the process of implementation of the Hubert Kariuki Memorial University Five Year Rolling Strategic Plan 2002/2003 – 2006/07. Apparently, to date there has not been a student affairs policy at this institution. It is therefore my sincere hope that this policy will also prove the basic need for such a policy and also will lead to an improved communication between HKMU Management and students (both the leaders and the rest of the student body). It is also my belief that both the current and future editions of this document will benefit from inputs that will emanate from its implementation from the students and the entire university community.



**Prof. Esther D. Mwaikambo,
Vice Chancellor**

**Dar es Salaam,
April, 2003**

ACKNOWLEDGEMENTS

The preparation of the proposed Students Affairs Policy has been closely guided by the following documents:

- The Constitution of the Hubert Kairuki Memorial University (HKMU), Trust Deed and Rules of 1999 and
- The Five Year Rolling Strategic Plan of HKMU, 2002/03 – 2006/07.

The HKMU Board of Trustees and the HKMU Council ought to be thanked for their contributions. All other HKMU participatory organs are also gratefully acknowledged for their active contribution.

This document was prepared under the overall leadership of the BICO Team of Consultants. Many thanks are due to the BICO team and the HKMU internal team members and all other HKMU staff members.



Dr. P. Rugarabamu
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Dar es Salaam
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TABLE OF CONTENTS

PREFACE	II
ACKNOWLEDGEMENTS.....	III
TABLE OF CONTENTS.....	IV
ABBREVIATIONS	VI
LIST OF FIGURES	VII
LIST OF TABLES.....	VII
EXECUTIVE SUMMARY.....	VIII
CHAPTER ONE.....	11
INTRODUCTION	11
1.1 BACKGROUND.....	11
1.2 RATIONALE FOR A STUDENT AFFAIRS POLICY	11
1.3 GENERAL OBJECTIVE OF THE ASSIGNMENT	11
1.4 NATURE AND SCOPE OF THE ASSIGNMENT	11
CHAPTER TWO.....	13
LITERATURE REVIEW	13
2.1 MEANING OF STUDENT AFFAIRS SERVICES	13
2.2 STATUS OF STUDENT AFFAIRS SERVICE AT THE HKMU.....	13
2.3 PHILOSOPHY AND GOALS OF AN EFFECTIVE STUDENT AFFAIRS POLICY	14
CHAPTER THREE.....	16
STATUS OF THE EXISTING STUDENT AFFAIRS SERVICES	16
3.1 EXISTING STUDENT AFFAIRS SERVICES	16
3.2 ACCOMMODATION	16
3.3 GENERAL PERSONAL SPIRITUAL COUNSELLING	17
3.4 CAREER GUIDANCE AND COUNSELLING	17
3.5 RECREATIONAL FACILITIES	18
3.6 STUDENT GOVERNMENT AFFAIRS.....	18
3.7 JUDICATORY SERVICES	19
3.8 HEALTH SERVICES	19
CHAPTER FOUR	21
PROPOSED STUDENT AFFAIRS POLICY FOR THE HUBERT KAIRUKI MEMORIAL UNIVERSITY	21
4.1 BACKGROUND INFORMATION	21

4.2	NEED FOR A COMPREHENSIVE STUDENT AFFAIRS POLICY AT HKMU	22
4.3	PROPOSED ORGANISATIONAL STRUCTURE OF STUDENT SERVICES	23
4.4	ROLE DESCRIPTIONS OF THE PROPOSED STUDENTS AFFAIRS POLICY STRUCTURE	30
CHAPTER FIVE		38
STUDENT AFFAIRS SERVICES POLICY STATEMENTS		38
5.1	GENERAL POLICY STATEMENTS	38
5.2	SPECIFIC POLICY STATEMENTS	39
5.2.1	<i>Student Accommodation</i>	39
5.2.2	<i>General Personal Counselling</i>	39
5.2.3	<i>Spiritual Counselling</i>	40
5.2.4	<i>Career Guidance</i>	40
5.2.5	<i>Recreational Facilities</i>	41
5.2.6	<i>Student Government Affairs</i>	41
5.2.7	<i>Student Activities</i>	42
5.2.8	<i>Health Services</i>	42
5.2.9	<i>Judicatory Services</i>	42
5.3	RECOMMENDATIONS	43
BIBLIOGRAPHY		45

ABBREVIATIONS

CC	- Consultative Committee
DDoS	Deputy Dean of Students
DoS	- Dean of Students
DVC	- Deputy Vice Chancellor
DVC (AA)	- DVC Academic Affairs
DVC (PFA)	- DVC Planning, Finance and Administration
HKMU	- Hubert Kairuki Memorial University
HKMUSA	- Hubert Kairuki Memorial University Student Affairs
MMH	- Mission Mikocheni Hospital
MMHEN	- Mission Mikocheni Health and Educational Network
NGO	- Non-Governmental Organisation.
RSP	- Rolling Strategic Plan

LIST OF FIGURES

- Fig. 4.1 The Position of the Dean of Students Office in the new HKMU Organisational Structure
- Fig. 4.2 The Proposed Set up of the Office of the Dean of Students at HKMU.
- Fig. 4.3 Set up of the Office of the Deputy Dean of Students in Constituent and Connected Colleges of HKMU.

LIST OF TABLES

- Appendix 1 Terms of Reference for the Assignment
- Appendix. 2 Extent of the HKMU Student regulations
- Appendix. 3 Terms of References of Academic Advisers at HKMU

EXECUTIVE SUMMARY

HKMU has adopted the Arbuckle's (1953) view of student affairs services, where the HKMU student is perceived as a crucial member of the University constituency. Furthermore, views the HKMU student as a grown up member of the University community and society, whose student life ought to be managed holistically, i.e., physically, socially, emotionally, spiritually and intellectually. In chapter two, the conceived meaning of student affairs service the philosophy and goals of such an effective service are outlined. Leaning on the HKMU Rolling Strategic Plan 2002/03-2006/07 and the proposed organisational structure of HKMU, the policy document overviews in chapter three, the current status of the student affairs services at HKMU under the following broad nomenclature:

- Accommodation services,
- General personal and spiritual counseling,
- Career guidance and counseling,
- Health services.
- Games and sports,
- Student government affairs and
- Judicatory services

From the review of the above-cited services, the policy document proposes the main features of the student affairs policy for HKMU in chapter four. As a stage-setter, the document presents a number of rationales for preparing the current HKMU student affairs policy.

Finally, the following measures are recommended to be taken to facilitate implementation of the proposed HKMU student affairs policy:

- (a) Re-design of the Office of the Dean of Students. Fig. 4.1 locateds the Dean of Students Office within the proposed HKMU organisational strcture. The re-designed office is shown in 4.2. In Fig. 4.2 the Dean of students office will have the following characteristics:

- The Dean of Students will be the officer in charge of co-ordination of student affairs in the office of the DVC (PFA).
- DoS will report to DVC PFA as a staff role (see Fig. 4.1)
- The Dean of Student's Office will be delineated into two line departments, each headed by a Counsellor for Student Development, Health and Counselling Services and a Legal Expert responsible for Student Government Affairs and Judicatory Services. The DoS will be deputised by a Deputy Dean of Students (DDoS) who will also coordinate recreational services.
- The Dean of Students Office will be delineated into a Deputy Dean of Student's Offices in each College. In Constituent and Connected Colleges, the Deputy Dean of student's office will be as elaborate as the DoS Office with two line departments as shown on Fig. 4.3.

Overall, the proposed set up envisages a unified student services policy at HKMU level. The proposal is to decentralise the tasks and decision making powers to the Colleges (or Deputy Dean's Office) for better quality decisions and efficiency. The functionalisation and departmentalisation of the structures have been configured with care in order to produce lean and unbureaucratic structures with enhanced stakeholder participation and efficiency. The role descriptions of the positions in the proposed structures are presented in the main document. However the following specific measures are envisaged to be taken:

- (i) Counselling should be given more prominence and greater professional attention i.e. more space, be separated from the disciplining role, recruitment of qualified counsellors and provision of pertinent facilities,
- (ii) HKMU should enhance further its academic advisory service and orientation in relation to job creation responsibility.
- (iii) HKMU shall seek to improve further the student health services,

- (iv) Facilitation of financial aid provisions and job placement services for needy students,
- (v) Ensure access to sustainable sports and recreational services for all students regardless of gender, age, or physical handicap.
- (vi) Manage better the relations between the student government and HKMU administration in order to maintain harmony.
- (vii) Staff the office of the DoS with qualified and competent staff, and give them proper orientation to the new holistic student affairs service approach.

CHAPTER ONE

INTRODUCTION

1.1 Background

Student Affairs Services form a crucial component of the functions of a university. They have evolved gradually from the typically British *in loco parentis* practice, through the American regulatory system of Dean of Women and Men, to the historic Student Personnel point of view that is currently espoused by institutions of higher learning the world over. As it can be deduced, student affairs services are a process, always marching with trends and developments in the life of Universities

1.2 Rationale for a Student Affairs Policy

Students are the most important constituency in the life of a university. Nurturing and empowering them to emerge as educated, responsible, service – oriented, and committed citizens, are responsibilities which cannot be avoided by their mentors, that is their respective universities and the society at large. Student affairs services that are well planned and appropriately executed would meet the foregoing desired responsibilities at the Hubert Kairuki Memorial University.

1.3 General Objective of the Assignment

The BICO Consultants were entrusted with the responsibility of formulating a Student Affairs Policy, (in collaboration with a team from HKMU) that would cater for students' well-rounded or holistic development at the Hubert Kairuki Memorial University. The overall objective was to formulate a good student affairs policy that is characteristic of a properly managed university.

1.4 Nature and Scope of the Assignment

A team led by two BICO Consultants and assisted by two HKMU staff members was charged with the joint responsibility of formulating a policy on Student Affairs at Hubert Kairuki Memorial University. The policy was expected to be

commensurate with the implementation of the on-going Rolling Strategic Plan 2002/03 – 2006/07.

1.5 Terms of Reference

The terms of references for this assignment were drawn as part of the broader terms of reference for PROVISION OF STRATEGIC PLANNING AND INSTITUTIONAL DEVELOPMENT SUPPORT TO HKMU under the sub-title of: “Development of Organisational Structure, Policies and Procedures”. The detailed terms of references that were appended to the contract agreement can be seen in Appendix.1.

CHAPTER TWO

LITERATURE REVIEW

2.1 Meaning of Student Affairs Services

Student Affairs Services are historically referred to as “the student personnel point of view”. This means that effective student affairs services caters for students’ academic and developmental needs as they prepare for efficient and effective service delivery in the society. The services, as observed by Sandeen (1991), should be varied, well planned (often in collaboration with the beneficiaries) and they should be effectively rendered. Corollary to the student point of view captured above, the student affairs services are offered by institutions of higher learning in accordance with what each individual institution conceives to be the function of the higher education sector (Packwood, 1977).

2.2 Status of Student Affairs Service at the HKMU

According to the HKMU Constitution in the Dean of Students is primarily dealing with personal and social welfare aspects of the students’ life. The following facilities are currently available to the students:

- Hostel accommodation,
- Games and sports,
- Spiritual services,
- Student counseling in personal problems,
- Personal advisors,
- Medical services.

The Dean of Students is also a member of the student disciplinary matters.

2.3 Philosophy and Goals of an Effective Student Affairs Policy

An effective student affairs policy demands existence of a well-spelt out philosophy and basic functions that must be performed by adequately trained personnel to attain specific goals. Generally, an effective student affairs programme encompasses the services of the office of the Dean of Students (DoS) and activities of the Office responsible for student accommodation. Together, these two offices provide essential services, which complements and supports the academic delivery function for which any university is primarily established.

The philosophy of a Student Affairs Programme should be found in the view of the university as a community, which must provide for as much and as many of the needs of its members as is reasonable and practical. This would augment the university struggle towards attainment of optimum success in its academic endeavours.

The goals of such a holistic student affairs programme should be:

1. To provide a teaching and learning environment conducive for academic pursuits,
2. To provide opportunities that respond to the peculiar needs of the disadvantaged minorities of the student community (examples: females, disabled etc.)
3. To supplement academic studies with educational, recreational, social and student leadership opportunities.
4. To provide conducive communication channels that aid students in utilizing the available opportunities and understanding better the community of which they are a part of.
5. To foster an atmosphere in which justice, fair play, and good human relations are respected by all parties, i.e. both the University management and the students.

6. To encourage and co-operate with companies and individuals within and outside the University community who can contribute to the betterment of the welfare of students.

These six goals demand that student service providers should have a workable Student Affairs programme that is meant to take good care of all the six goals mentioned above.

CHAPTER THREE

STATUS OF THE EXISTING STUDENT AFFAIRS SERVICES

3.1 Existing Student Affairs Services

The main issues raised in this chapter have been obtained from available literature on student affairs in different universities all over the world and from interviews made with some members of HKMU management. At HKMU, the Office of the Vice Chancellor is currently directly responsible for co-ordination of the following student affairs services that are either directly or indirectly overseen by the Dean of Students:

- Accommodation;
- General Personal and Spiritual Counselling,
- Recreational facilities,
- Student government affairs,
- Judicatory services and
- Health services.

Because the first batch of degree graduates of HKMU will be out only in the year 2003, the career guidance and counseling services to Diploma graduates have not been done because they were all still in employment and hence have never had to look for employment. Furthermore hostel accommodation services are directly managed by MMHEN and hence the Dean of Students plays only an advisory role.

3.2 Accommodation

More than half of the student population live in the HKMU hostel and off-campus accommodations. Currently there is one male hostel on floor 3 and a female hostel on floor 4 within the HKMU and hospital main building. Ideally, the university is making efforts to secure better accommodation outside the campus. The management of the hostel has now been transferred to the umbrella

organisation the MMHEN and the Dean of students liases with the former to allocate students hostel accommodation.

3.3 General Personal Spiritual Counselling

This task is currently vested in the Dean of Students who has wide knowledge in guidance and counselling. Moreover, the Dean of Students is also heading the Academic Department of Behavioural Sciences and Ethics.

Here, there are three crucial issues worth noting. These include lack of appropriate counselling space, the counter-productive practise of combining counselling and disciplinary roles in the Dean of Students Office and the general lack of gender-specific (or minority) counselling.

Spiritual worship space is available at the Mission Mikocheni Hospital main building, floor 3 for Christians and floor 5 for Muslims. Two issues worth noting here are the unsuitable counselling spaces and the competency of the spiritual helpers in both spiritual and typically personal problems that beset students, hence at times forcing them to seek spiritual help to solve purely counselling related probelms.

3.4 Career Guidance and Counselling

Guidance on student employment or potential deployment is known to be one of the University's important duties. The university is not very active in articulating career counselling – an area which is more important now than ever before this era of non-centrally planned manpower development and management.

There is currently neither advisement services regarding student academic performance nor the realisation of the need for students to prepare themselves to become job creators rather than job seekers. Four important issues arise from this section of the university's duties.

- First, the issue of how career guidance is effectively carried out to match the diminishing paid employment opportunities and the increasing need for more jobs creators.
- Second, the absence of career counselling which is deemed compulsory to effect reasonable placement of graduands in both paid and self employment in Tanzania.
- Third, the absence of academic advisement; and
- Fourthly, the increasing need to prepare students to be job creators rather than job seekers.

All these ought to be more articulately done than before.

3.5 Recreational Facilities

The University has no adequate recreational, sports and games facilities. Those which are in place are badly in need of both rehabilitation and diversity. Also there is no full scale football pitch or other field games. It is apparent that games and sports at the Hubert Kairuki Memorial University are currently given a very low priority. Currently, there are serious attempts to diversify and improve the facilities under guidance of the Sports and Cultural Committees. HKMU is still at infancy and needs to develop more experience. The need to diversify the options of sports and games is also there.

3.6 Student Government Affairs

There is a Students' Organization – the Hubert Kairuki Memorial University Student Association (HKMUSA) which is concerned with students' academic, political, social and recreational activities. The Dean of Students plays the role of both the Chief Counsellor of the student leadership and as the link between the student leadership and the top University leadership.

The student activities are overwhelmingly academic and subject oriented, except Games and Sports, which is both subject oriented and intrinsically recreational. There are only limited recreational and cultural functions organized by the students. However, though there are efforts of promoting engagement in volunteer community activities by HKMUSA. Possible causes for the apathy may include:

- (i) The apparent diminishing “culture for service” regardless of students’ geographical boundaries; and
- (ii) Lack of an enabling environment in which students would actively take part in voluntary community service activities. The diminishing culture for community service, seen among students at the University is unfortunately, a manifestation of what is going on in the broader Tanzanian society.

3.7 Judicatory Services

Judicatory services include the processes and procedures provided for under the HKMU Student by-laws in relation to control or rather guidance of student behaviour in university or hospital premises. They cover how proceedings are instituted, processed and finally determine and also deal with control mechanisms under the by-laws.

3.8 Health Services

The students are provided with curative and preventive medical services through outpatient, inpatient, pharmacy, laboratory, eye unit, dentistry unit, reproductive and child health and Ambulance Service sections. The services are prepaid in form of a medical capitation fee or contribution and are reasonably and efficiently rendered by well trained staff in a typically professional medical environment.

Issues arising from above that are worth noting from the health services include: Students’ families (for those who are married with or without children) are not catered for like staff families, by the hospital. Such students have sometimes

postponed studies or failed their examinations because of attending to their sick families under serious financial constraints. It is recommended that a more inclusive policy be worked out requiring married students or students with families to make some additional lumpsum payment per annum over and above the sum paid by their respective sponsors to enable the students and their families to enjoy more comprehensive health services at the teaching hospital. Alternatively, HKMU can consider adoption of a group health insurance policy that can automatically take care of both the spouses and children of the students while they remain admitted at HKMU. These types of health insurance schemes should be much easier to negotiate under the more liberal insurance policy framework existing in Tanzania.

CHAPTER FOUR

PROPOSED STUDENT AFFAIRS POLICY FOR THE HUBERT KAIRUKI MEMORIAL UNIVERSITY

4.1 Background Information

Evidence from relevant literature reviewed and interviews conducted indicates the fact that a number of African universities fall short of full accomplishment of their mission in the sense that they do not enable the students to develop fully physically, socially, emotionally, spiritually and intellectually.

To produce a fully developed graduate in the five above mentioned spheres, student affairs services ought to be very efficient and effective. For them to be as such, there are pre-requisite materials and related needs that must be put in place. There must be a specially designed physical plant, appropriately located, and fully equipped, to co-ordinate the provision of counselling and related student support services. Before such a facility is put in place, humble beginnings of counselling services could be housed in designated locations in the university campus. The administrative, housing, health, services must be efficient, effective and typically customer (student) oriented. These must forge close linkages to deliver the services effectively. Personnel, especially at the counselling and other support service *loci* should be well qualified and adequate both in terms of numbers and competence.

The proposed Student Affairs Policy has taken cognisance of the preceding facts. It is hoped that the above recommendations will be heeded and implemented for the betterment of the Hubert Kairuki Memorial University teaching and learning environment. All the main issues raised in chapters two and three related to student affairs are expected to be addressed in the various operational policies and procedures of HKMU.

4.2 Need for a Comprehensive Student Affairs Policy at HKMU

The rationale for a new student affairs policy at the Hubert Kairuki Memorial University can be summed up in the following arguments:

(i) *Organisational supremacy of students*

Students constitute a decisive constituency in the organisational structure of HKMU. They have a strong bearing on its status, performance and its survival. It follows therefore, that operational policies and plans of HKMU cannot be complete without implementation of a comprehensive student affairs policy.

(ii) *Policy of Co-ordinated Decentralisation*

The proposed new HKMU organizational structure of 2003 , enforces the decentralisation of tasks and decision-making powers to lower echelons of the HKMU Organisational Structure i.e. from Corporate level to College, School, Faculty/Institute, and Departmental levels. These delegated tasks and powers need however to be well co-ordinated at the corporate level in order to maintain implementational efficiency and consistency in various units of HKMU.

By definition, the form of organisational restructuring and decentralisation recommended necessarily establishes organisational hegemonies which are prone to the problems of variations in policy interpretation and implementation as well as top-management alienation. An effective control of this problem, particularly as related to student affairs services, is to design a coherent student affairs policy for the entire University.

(iii) *Implementation of the HKMU Rolling Strategic Plan: 2002/03 – 2006/07*

Another reason which justifies the preparation of this policy is the implementation of strategic objectives which call for:

- improvement of student welfare,

- Improvement of the quality and efficiency of canteens, cafeterias, and cleaning services.

4.3 Proposed Organisational Structure of Student Services

In this section, the position and role of the student services function in the approved Organisational Structure of the Hubert Kairuki Memorial University is described. These explanations should thus serve to assist the reader to map the student services function into the Corporate HKMU Structure, understand better the arguments, recommendations, and the policy propositions recommended in the document.

The new HKMU Organisational Structure report depicts the role of student affairs services as a staff function in the Office of the DVC Planning, Finance and Administration as shown in Fig. 4.1 of this report. The status of the office of the Dean of Students is to be a co-ordinating office responsible for policy formulation and co-ordination of implementation of the student affairs service delivery programme for the entire university.

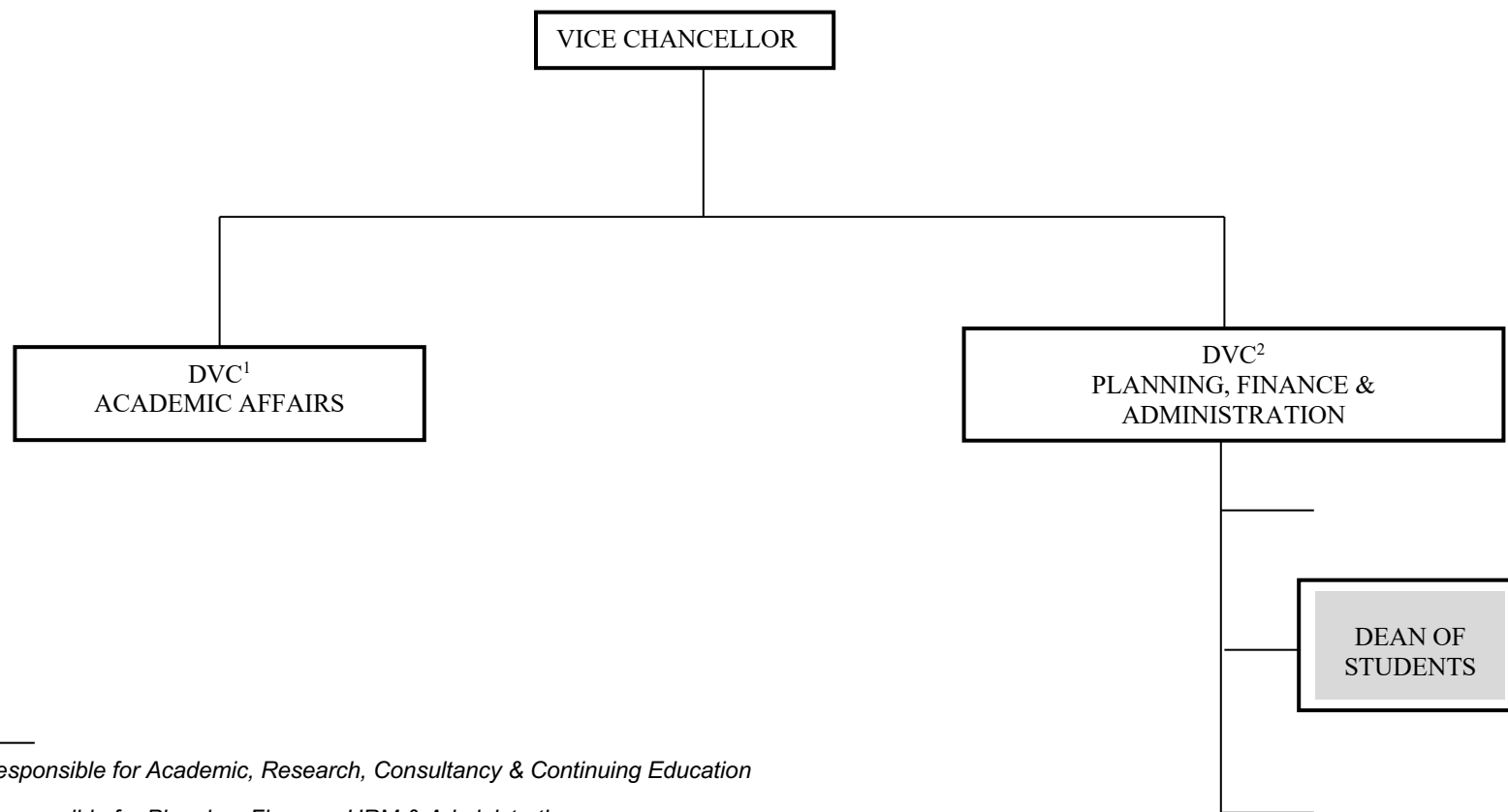


Figure 4.1: The Position of the Dean of Students Office in the new HKMU Organisational Structure.

In Fig. 4.2 it can be seen that the office of the Dean of Students (DoS) is expected to be delineated into two line departments headed by a Counsellor responsible for Student Development, Health and Counselling Services and another by a Legal expert responsible for Student Government Affairs and Judicatory Services. The DoS will also be supported by a Deputy Dean of Students(DDoS) who will be the principal assistant of the Dean of Students that will play the staff reporting role to the Dean of Students.

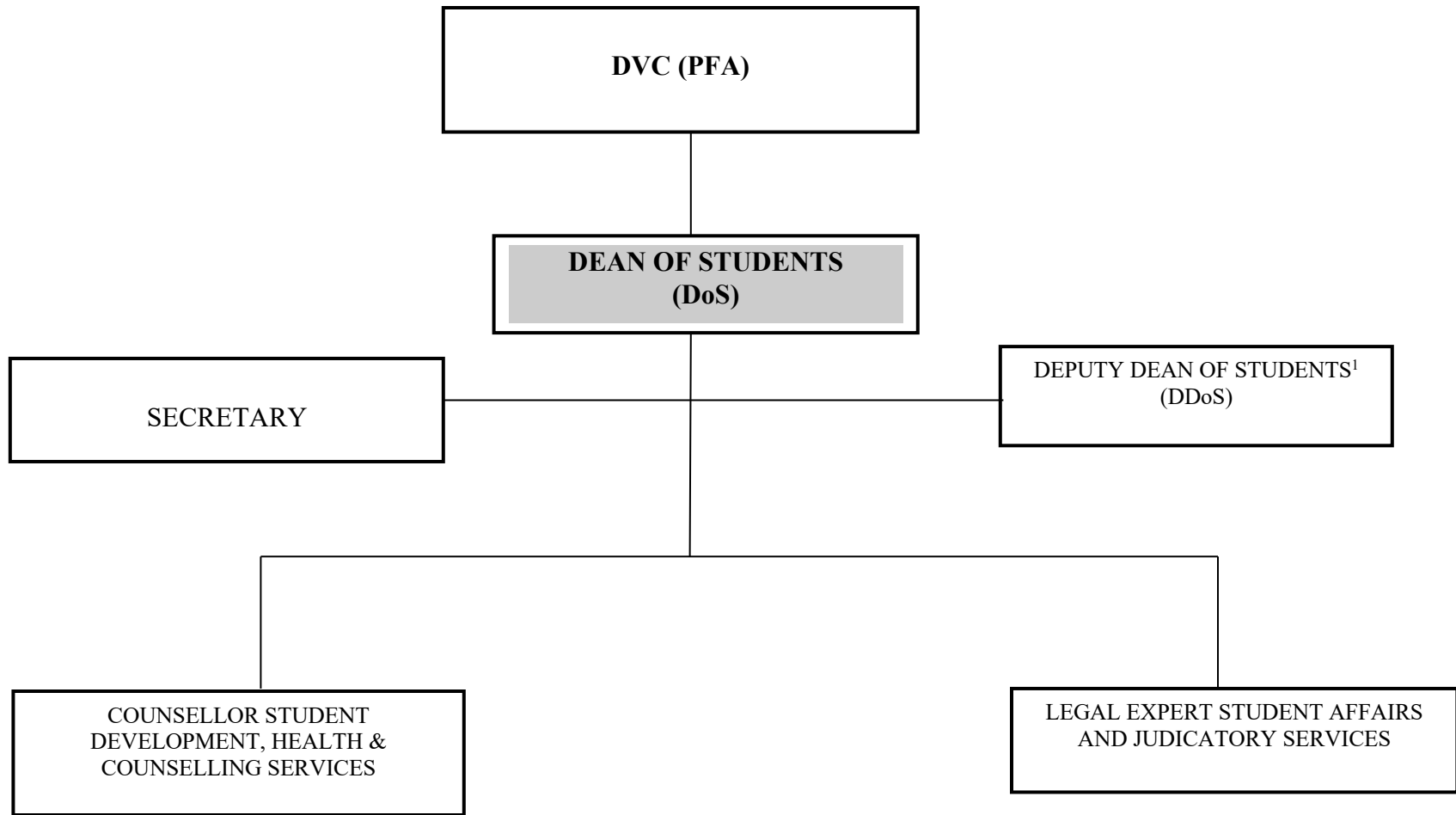


Fig. 4.2 The Proposed Set up of the Office of the Dean of Students at HKMU

¹Also responsible for recreational services

At the College level and according to the HKMU Constitution, the Student Affairs function recognises two types of Colleges: i.e. those that enjoy a high degree of autonomy i.e. Constituent and Connected Colleges. The Assistant to the Dean of Students is the *defacto* equivalent to the Deputy Dean of Students in the Constituent and Connected Colleges. The set up of the office responsible for Student Affairs in Colleges is depicted on Fig. 4.3.

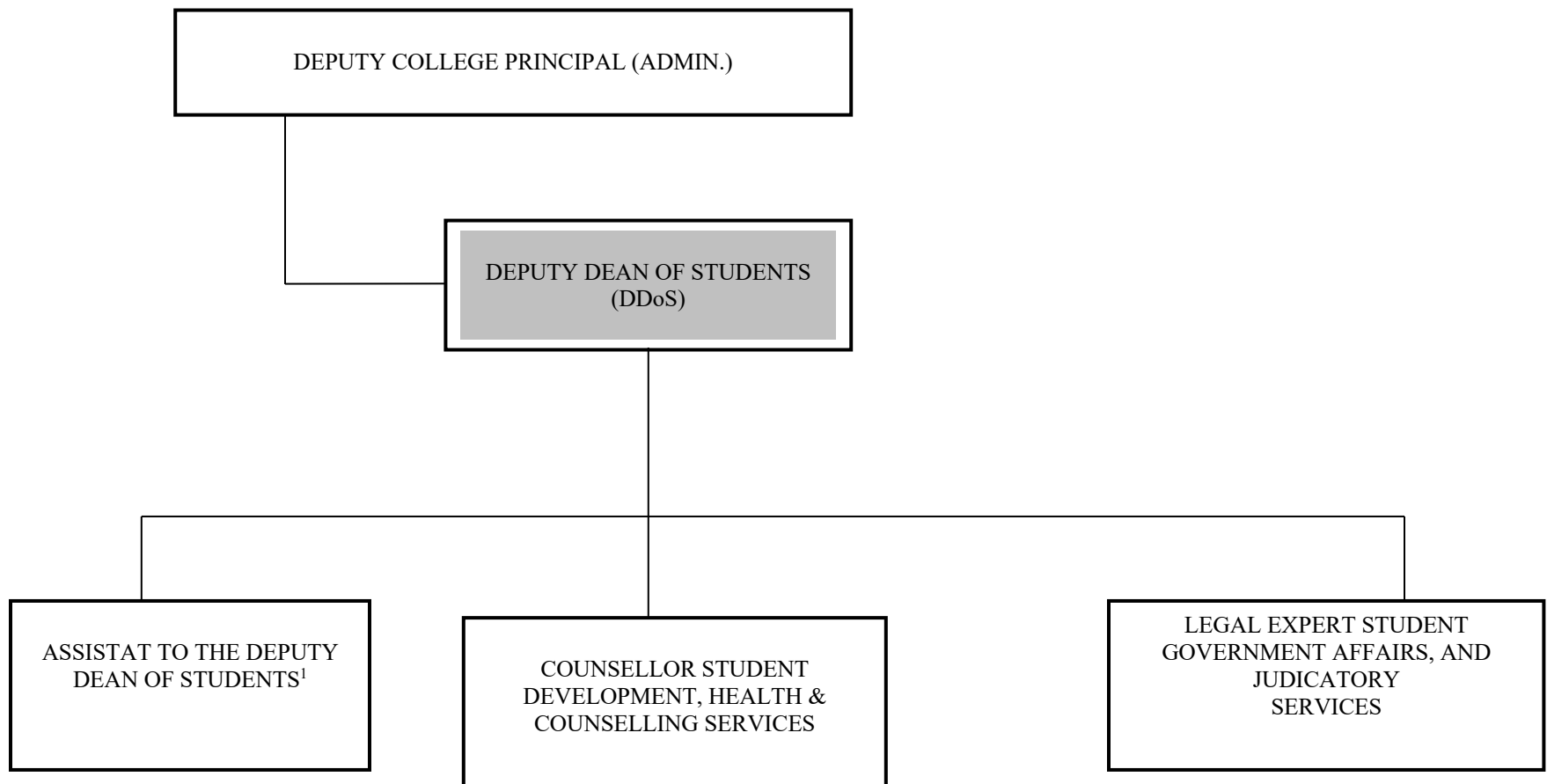


Fig. 4.3: Set up of the Office of The Deputy Dean of Students in Constituent and Connected Colleges of HKMU

¹Also responsible for recreational services

4.4 Role Descriptions of the Proposed Students Affairs Policy Structure

4.4.1 Dean of Students (DoS)

- (i) There will be an office of the Dean of Students at HKMU level;
- (ii) The Dean of Students (DoS) is to report to the DVC (PFA) as a staff function and will have two main departments headed by Counsellor and Legal Expert respectively:
 - a) the Department of Student Development Health and Counselling Services,
 - b) the Department of Student Government Affairs and Judicatory Services.

The Deputy Dean of Students (DDoS) will also be responsible for coordinating recreational services at University level.

The aforementioned units are to report and be accountable to the Dean of Students (DoS) as line functions. The co-ordinating units will co-ordinate the functions and activities of the various departments involved in the administration of student services in all Colleges. This will include co-ordination of some HIKMUSA duties.

- ii) There will be a Consultative Committee (CC) of the Student Affairs Services whose composition shall be:
 - a) Dean of Students – Chairperson,
 - b) Deputy Dean of Students – Secretary,
 - c) Deputy Dean of Students from Colleges,
 - d) President of the Student Government,
 - e) Vice President(s) of the Student Governments,
 - f) Secretary General of the Student Government,
 - g) The university level Counsellor,
 - h) The university level Legal Expert.

The Consultative Committee, will meet once every end of the month when the University is in session, and also a month before the opening of each academic year.

4.4.2 Terms of Reference for the Consultative Committee

The Student Affairs Consultative Committee will undertake the following duties:

- To facilitate sharing of students service provision experiences among the staff & students and to enhance capacity building among them,
- To maintain timely setting and reviewing of student services policy implementation targets annually,
- To maintain consistency in the execution of student services policy,
- To carry out on-going activities and progress monitoring and end of year policy implementation evaluations,
- To deliberate on student services policy related decisions as may be necessary from time to time.

4.4.3 Main Departments of the Dean of Students Office

A. Department of Student Development, Health and Counselling Services

It is proposed that the Department has four sections, i.e.

- Student Guidance and Counselling,
- Students' Special Needs,
- Student Health Services,
- Student Self-Reliance and Volunteer Community Services.

It will be headed by a Counsellor who will:

- Head the Counselling Centre of HKMU,
- Facilitate the training of personnel in needed helping services,

- Promote the spirit of self-reliance and volunteer community service among students,
- Ensure provision of special services for minorities,
- Closely follow up the delivery of health services to students by MMH.
- Perform any other duties as may be assigned to him/her by the DoS or DDoS.

Each of the above four sections will be responsible for coordinating or facilitating a number of activities as outlined in the next few pages.

(i) **Section of Guidance and Counselling** will have the following duties:

- a) To render or facilitate personal and spiritual counselling services.
- b) To render educational and career/vocational guidance and counselling services,
- c) To handle crisis/traumatic counselling related e.g. rape, sexual harassment, drug abuse, suicidal tendencies, death, and bereavement and any other,
- d) To co-operate with the psychiatric unit in rendering mental health counselling/psychotherapy,
- e) To render gender-specific and minority specific guidance and counseling,
- f) To encourage and promote peer counselling endeavours by fellow students,
- g) To facilitate administration and interpretation of diagnostic tests by MMH,
- h) To make appropriate counselling referrals for students,
- i) To conduct follow-up studies on women graduates of the Hubert Kairuki Memorial University to acquire relevant information on counselling continuing women students.

- (ii) **Section of the Student Special needs** may perform the following duties:
- a) To identify and facilitate special service provision for the minorities e.g. women's, disabled students', foreign students', 'religious groups' post-graduates' and other students' with special needs.
 - b) To sensitize male and female students, as well as the University Community on gender issues.
 - c) To work with HKMUSA to establish and manage Day Care Centres for babies/children of nursing mothers who are attending University education programmes.
 - d) To liaise with relevant gender active groups to encourage women students to take up studies leading to non-traditional careers for women.

- (iii) **Section of Self-reliance and Volunteer Community Services** will assist HKMUSA with implementation of the following duties:
- a) To promote maturity and social responsibility among students;
 - b) To assist students in planning and implementing civic and self-reliance activities in and around the University;
 - c) To encourage student involvement in significant projects in and around the University for their self-enrichment or that of the community;
 - d) To encourage student voluntary activities; and
 - e) To evaluate the worth of various student activities and suggest improvements accordingly.

(iv) **Section of Student Health Services**

Student Health Services Section is to perform the following tasks:

- a) To liaise with the Director General of MMH to provide health services and make referrals when deemed necessary for students;

- b) To encourage/conduct of preventive health services by students in liaison with the MMH. Facilitate conduct of annual check-ups of the health of continuing students and re-checking new students' health status before enrolling them for studies apart from rendering health-related counselling;
- c) In liaison with MMH to handle severe/psychotic cases before referring them to more competent helpers in that field;
- d) To liase with MMHEN to ensure that each hall of residence has a First Aid Kit from MMH,
- e) To review the medical service and its policies for students regularly, where necessary to suggest areas that need improvement;
- f) To liase with MMH to take care of students admitted in Hospitals away from campuses;
- g) To liase with MMH to promote family life education, especially reproductive health education, among male and female students;
- h) To facilitate HKMUSA to seek donations earmarked for provision of affordable health services for students and their families;
- i) To promote student's awareness and prevention of spread of HIV/AIDS.

B. Department of Student Government Affairs, Judiciary and Recreational Services

An officer responsible for this department shall be a lawyer by qualification (Legal Expert) with sufficient practising experience. It will have three sections i.e. Student Government Affairs and Judiciary Services. The duties of the officer will include:

- a) To facilitate forming of the Student Disciplinary Body;
- b) To serve as the Chief Returning Officer at the Student Government elections;

- c) To co-ordinate the induction seminars for new student leadership teams;
 - d) To serve as an intermediary between student leaders and the University Administration in disciplinary matters; and
 - e) To serve as the Secretary to the Student Disciplinary Committee.
- (i) **Section of Student Government Affairs** is to have the following responsibilities:
- a) To provide a conducive environment for student leaders to be groomed into responsible administrators and decision makers now and in the future through:
 - Rendering effective student leadership (HKMUSA) guidance and counselling,
 - Increasing the effectiveness of involvement of students in the university decision-making processes
 - Encouraging and facilitating hosting and participation in inter-institutional student leaders' conferences/workshops.
 - b) To empower HKMUSA to decentralize handling of cases of misconduct, dispute settlement, and resolution of conflicts arising between students at the student government level.
 - c) To facilitate effective representation of students in all organs of the office of the Dean of Students;
 - d) To enhance student governance, particularly in the hostels,
 - e) To educate students about their position, rights and responsibilities in the university community.

(ii) **Section of Judicatory Services** is to facilitate HKMUSA to undertake the following responsibilities:

- a) To conduct periodic reviews of Student By-laws and Code of Ethics, which are to be approved by the relevant participatory organs in the University.
- b) To convene regular and emergency meetings of the Student Disciplinary Committee.
- c) To ensure fair treatment of students who commit general institutional offences or those involved in civil offences where the University has interest by:
 - Serving the offenders with a detailed charge prior to hearing,
 - Processing the offenders' appeals with minimal delays,
 - Assisting students with needs related to personal litigation, provided that, it is in the interest of the University to do so. This could involve close liaison with HKMUSA or HKMU legal office on a case by case basis.
- d) To co-operate with the Student Governments in:
 - Determining and putting into practice other dispute settlement mechanisms, particularly among students or their participatory organs.
 - Introducing a mediation system involving students or their participatory organs for resolving conflicts before resorting to formal disciplinary procedures that are provided for in the Student By-laws.

(iii) **Section of Student Recreational Services** this section will be directly under the coordination of the DDoS and will perform the following duties:

- a) To promote extra-curricular activities amongst students by:
 - Facilitating students (HKMUSA) in the planning of varied programme activities, e.g. recreation activities including games and sports, video-shows, drama, cultural activities, etc,

- Monitoring HKMUSA's supervision of student recreational activities including special needs of minorities,
- Providing back-up support for the student government and other student organizations in budget preparation, expenditure, and auditing their books of accounts connected with games, sports and recreation,
- Putting in place a suitable mode of offering sustainable recreational services without excessive reliance on the University budget.

CHAPTER FIVE

STUDENT AFFAIRS SERVICES POLICY STATEMENTS

The following policy statements are presented in two categories. The first part presents general policy statements related to the overall student affairs services functions. In the second part specific policy statements for a number of student service are provided.

5.1 General Policy Statements

1. HKMU shall adopt a student de-partenalisation approach to student services. Therefore, the HKMU student will be perceived as a mature, responsible member of HKMU and the society who is capable of effectively participating in decision making processes of their University and the society.
2. HKMU shall practically be committed to creating and maintaining a conducive environment that facilitates the pursuit of education and holistic development of its students in accordance with its Rolling Strategic Plan.
3. HKMU shall be “an equal opportunity institution of higher learning” and it will commit all its policies and management practice to the provision of education and services to all students regardless of race, religious belief physical and/or mental handicap.
4. HKMU shall through its management practise ensure effective participation of students in all key decision making processes that affect student life and business.
5. HKMU shall foster/encourage student participation in social activities that promote student integration and socialization in the university, community, and at various levels of the society.

6. HKMU shall encourage the provision of qualitative student services that are conducive to all facets of life and services.
7. HKMU shall ensure that the student government conducts its business according to principles of sound governance, democracy, and organisational justice. In this respect, HKMU will be expected to encourage the effective participation of students through their participatory organs in the management of student affairs student services delivery.
8. HKMU shall promote family life education e.g. reproductive health among male and female students.
9. HKMU shall take measures to combat the spread of HIV/AIDS amongst HKMU students.

5.2 Specific Policy statements

5.2.1 Student Accommodation

1. HKMU shall facilitate the access of students to available decent, reasonably priced housing facilities in the hostels and in selected off-campus housing facilities.
2. HKMU shall encourage owners of commercial housing facilities to provide good accommodation services at affordable rates.
3. HKMU shall encourage students to be responsible tenants.
4. HKMU will facilitate the establishment and running of day care facilities for student mothers and nursing students under the supervision of HKMUSA.

5.2.2 General Personal Counselling

1. HKMU shall facilitate the provision of general personal counselling services through the Dean of Students, Academic Advisors (See ToR in Appendix.2), Student governments, student peers, NGOs etc. in matters

related to rape, sexual harassment, drug abuse, suicidal tendencies, death, gender relations etc.

2. HKMU shall provide educational and vocational counselling by using qualified counsellors, education advisors.
3. HKMU shall facilitate the provision of mental health counselling/psychotherapy in co-operation with the department of psychiatry.
4. HKMU shall facilitate administration and interpretation of periodic diagnostic tests for needy students.

5.2.3 Spiritual Counselling

1. HKMU shall promote availability of spiritual counselling services to students by using relevant spiritual leaders, and peer spiritual counsellors.

5.2.4 Career Guidance

1. HKMU shall encourage students to become job creators by facilitating provision of entrepreneurship skills through interpreneur training centres.
2. HKMU shall facilitate and encourage relevant placements of prospective graduands and other students searching for jobs by:
 - Arranging and conducting career days with prospective employers,
 - Encouraging “walk-ins” in different factories, industries and other work places,
 - Communicating with employment sources and maintaining an inventory of sources of employment,
 - Conducting workshops on strategies of self-employment through the Deputy Dean of Students.

5.2.5 Recreational Facilities

1. HKMU shall in collaboration with HKMUSA give high priority to sports and games by maintaining all varieties of sporting facilities, developing sports/games policies and maintaining a social calendar for each academic year.
2. HKMU shall through HKMUSA encourage students, regardless of age, gender, or physical ability to get involved in various games, sports and cultural activities offered on campus(es).
3. HKMU shall in collaboration with HKMUSA plan ways and means of generating income out of games and sports by using different sports and games groups at HKMU.

5.2.6 Student Government Affairs

1. HKMU shall ensure that the student government in power conducts its business in accordance with its Constitution and By-laws.
2. HKMU will conduct an orientation programmes to all newly-elected student governments leaders to improve their knowledge of HKMU.
3. HKMU shall encourage and facilitate adequate responsibility and accountability of student government leaders to all its stake holders.
4. HKMU shall supervise student government general elections.
5. HKMU is to encourage and facilitate inter-institutional student leadership conferences/get together.
6. The Office of the Dean of Students will establish and promote the desired communication channels between the student government and the HKMU management so as to minimise pertinent problems associated with poor communication and to cultivate the desired levels of trust necessary for tranquility.

5.2.7 Student Activities

1. HKMU shall through HKMUSA encourage and facilitate students to engage and organise student activities themselves, by providing an enabling environment which would result in:
 - a growing spirit of students helping each other in development plans or activities,
 - students becoming volunteers for community service activities.
2. HKMU shall encourage students involvement in significant projects and self-reliance activities in and around the University for their self-enrichment or that of the community.
3. HKMU shall encourage private investors to collaborate and co-operate with students to establish students' self-reliance projects.

5.2.8 Health Services

1. HKMU will liaise with MMH is to provide sustainable quality and cost-effective health services to its students in accordance with its regulations.
2. HKMU shall provide quality curative and preventive health services to all students.
3. HKMU shall periodically review its student health service programmes and policies for the purpose of improvement.
4. HKMU shall work with take care of HKMUSA students admitted to the Hospital/referral hospitals.

5.2.9 Judicatory Services

1. HKMU shall after considering university interests, review the merits of each case, the policy of student departernalisation and the student personnel policy.

2. HKMU shall enforce self discipline in all students and ensure just and participatory dispute-settlement, mediation, and conflict resolution systems in which students and their participatory organs at hall, faculty and other levels are involved.

5.3 Recommendations

The foregoing scrutiny of the Student Affairs Services at the Hubert Kairuki Memorial University reveals that the services fall short of their mission, that is, to cater “for the student’s well-rounded development – physically, socially, emotionally and spiritually, as well as intellectually”. To revamp the services so that they meet this mission effectively and efficiently, but without increasing direct involvement of HKMU in their delivery, it is therefore, imperative to satisfy a number of crucial needs:

1. Counselling should be separated from disciplinary roles. Technically, disciplining is suppressive whereas counselling is a voluntary, cordial and therapeutic process. An effective counsellor therefore, shall not play disciplining roles.
2. To a great extent counselling is gender-specific, i.e. the counselling needs of female students sharply differ from those of male students. It is therefore, recommended that the staffing of Dean of Students takes this fact into consideration.
3. HKMU shall appoint a team of experts to help write up of job descriptions of all student government office bearers to facilitate their accountability to students and HKMU.
4. There is need to secure pertinent space; qualified staff; adequate amenities, materials and equipment; and need for establishing a continuous training programme for all student affairs staff in their job related areas; and for a scheme of service that would attract and retain qualified personnel.

5. HKMU shall make close coordination of Student Affairs Services and academic services in the areas of records keeping/maintenance, academic advisement and orientation of new students.
6. HKMU shall ensure properly organized, located, executed, and gender sensitive guidance and counselling services across the University. Location for the services should ensure confidentiality and physical as well as psychological comfort of the beneficiary-students.
7. HKMU shall maintain up to date information about students' financial needs and submit it to the sponsor(s).
8. HKMU shall ensure economical and sustainable sports and recreational services for all students regardless of gender, age, or physical handicap.
9. HKMU will staff the office of the DoS with qualified and competent personnel, and give them proper orientation in line with their new student services roles.

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APPENDICES

Terms of Reference to Provide Strategic Planning and Institutional Development Support to HKMU

The terms of reference for the Provision of Strategic Planning and Institutional Development Support to HKMU are as follows:

A: HKMU ROLLING STRATEGIC PLAN

To undertake a development of Rolling Strategic Plan for HKMU, with the following terms of reference:

- (i) To facilitate preparation and presentation of a background paper with Vision and Aspirations of the HKMU that will stimulate discussion at the brainstorming workshop on HKMU Rolling Strategic Planning;
- (ii) On the basis of the workshop output, to facilitate a retreat to develop the Zero Draft strategic rolling plan for HKMU;
- (iii) to upgrade and present 1st draft of the RSP to HKMU Management;
- (iv) To incorporate comments from the HKMU Management and produce a 2nd draft of the HKMU RSP to be presented to various participatory organs,
- (v) To incorporate comments and Produce final report and present to the VC HKMU.

B: TRAINING IN PLANNING AND MANAGEMENT

- (i) To train relevant management and planning staff of HKMU in the concepts and methods of strategic and operational planning and techniques. This will involve introducing training programmes initially by external consultants meant to provide skills in:
 - Strategic and operational planning process
 - Techniques for facilitating/supporting strategic and operational planning
 - Business Planning skills
 - Costing and pricing of the University's outputs and programmes,
 - Sources of and strategies for mobilisation of alternative resources for University's activities

- (ii) To train HKMU's top and middle managers in the techniques for scanning, analysing and taking advantage of the trends at national and international level for relevant opportunities which is important for SWOT analysis and avoiding in-breeding of ideas.
 - Techniques for scanning and analysing the national and international Political, Economic, Social and Technological (PEST) environments relevant to the University's mission.
 - Building and Analysis Alternative Future Scenarios.
 - National and international sources of opportunities,
 - Accessing and using Internet resources relevant to the mission of the University,
 - Establishing and managing effective linkages/partnerships with national and international institutions.

C. DEVELOPMENT OF ORGANISATIONAL STRUCTURE, POLICIES AND PROCEDURES

- (i) Review the management structure of the HKMU as articulated in the university's legal instrument,
- (ii) Develop Organisational Policies and Procedures including:
 - Review current HKMU's organisational structures of position roles and participatory organs and propose new structure that are capable of improving managerial effectiveness and efficiency. The structures will respect the private character of HKMU and relate it correctly to its sister institutions.
 - Human Resources Policy
 - Purchasing Procedures
 - Stores Procedures on – receiving, storage, requisitioning, issue etc.
 - Repairs procedures for equipment and motor vehicles.

D: DEVELOPMENT OF ICT POLICY AND ICT MASTER PLAN

- Review the status of ICT at HKMU
- Develop an ICT policy to include Management and security policies,
- Develop an ICT Master Plan.

E: DEVELOPMENT AND REVIEW OF THE ACADEMIC PROGRAMMES

- Establish training Needs and demand for HKMU
- Review existing Programmes including structure and Curricula
- Development of additional marketable programmes
- Development and guide on implementation of new semesterised programme.

THE PROPOSED ROLES AND DUTIES OF ACADEMIC ADVISERS

1. Introduction

There is a need to enhance academic achievement amongst HKMU students. This is proposed to be attained through introduction of the role staff members as student advisers. Student advisers should be seen as confidants of the students, and the latter should feel free to discuss with them any problem which may affect them in their pursuit of knowledge at the University.

Duties of Academic Advisers

1.1 *The main duties of the Academic Advisers are:*

- a) to advise students on matters pertaining to their academic work, e.g., lectures, coursework assignments, performance, reading materials, relationship with lecturers, course programmes, etc.
- b) to guide students in seeking necessary assistance from relevant bodies in the University, e.g., housing, medical care, University facilities, etc.
- c) to advise student on social and individual problems which may impinge on academic work, e.g., family problems, social depressions, psychological problems, etc.

1.2 *What is Expected of Academic Advisers:*

Academic Advisers are expected:

- a) to know the University system, e.g., institutional set-up, the various bodies and Committees and their roles, etc., so as to give the most appropriate advice.
- b) to know their advisees well enough, especially in connection with class performance, progress and the general social situation.
- c) to be unbiased when dealing with the Advisee's problems
- d) to adopt the right psychological and diplomatic approaches to students.
- e) to maintain confidentially respect of the students.

1.3 *What is Expected of Students:*

Students are expected to do the following:

- a) to arrange to meet with their Academic Advisers at least once each term even if they think they have no problems, since in the courses of discussions some problems may surface.

- b) To discuss their problems with the Advisers freely and openly. This is because an Adviser is a confidant and he/she is not supposed to expose the content of the discussions without the students' permission.
- c) Not to discuss with the Advisers any problems they do not wish to share with them. These problems may be handled better by a counselor.

1.4 *What is Expected of Individual Lecturers*

Individual course lecturers are supposed to:

- a) inform the relevant academic Adviser, through his/her Head of Department, any serious academic problem a student may have in his/her course.
- b) be available to discuss with the academic Adviser any specific problems emanating from his/her course.
- c) be ready to cooperate if the academic adviser(s) mention any problems(s) experienced by students in his/her course.

1.5 *Appointment of Academic Advisers*

These are recommended to be proposed by the Heads of Academic Departments and appointed by the respective Deans of Faculties.