KCA UNIVERSITY

HANDBOOK FOR DEANS, DIRECTORS AND CHAIRS OF DEPARTMENTS OF ACADEMIC & RESEARCH DIVISIONS
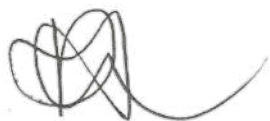
"NURTURING TRANSFORMATIVE LEADERSHIP"

July 2022

FOREWORD

KCA University upholds a culture of accountability, diligence and the highest levels of professional ethics. The staff will expect from you proactive guidance that safeguards the KCA University brand at all times and everywhere, as we collectively nurture the culture of ethical transformative leadership in the entire university community.

You are therefore expected to discharge your duties and responsibilities in an ethical and objective manner so as to uphold the great image of the University, whether in public or private setting. Further you are expected to assist the University Management Board and the Senate in its effort to keep the University liquid through prudent stewardship of its resources in their entity.

This handbook provides overarching guidelines that you will find very helpful as you discharge your duties as Dean, Director or Chairperson of Department in the academic Division. The guidelines here-in are relevant and provide handy reference points relating to various operations and procedures touching on teaching and learning, research, administration, outreach and corporate issues as well as finance matters. You will do well to have the content of this handbook at your fingertips. Other provisions in this handbook that were hitherto non-existent at the KCA University, will form the basis of progressive policy development in their support. In the meantime, apply your leadership skills to address issues not yet specifically informed by policy. Any time you are in doubt on what should be done, please consult as appropriate, but without creating another layer of procrastination in service delivery.

I wish you all the best as you professionally execute the mandate of your office.

Prof. Isaiah Wakindiki, PhD., Pr. Sci. Nat.
Professor of Soil Science
Vice-Chancellor and CEO
KCA UNIVERSITY

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1. ORGANISATIONAL STRUCTURE AND TEAM WORK

The university is conventionally a quasi-streamlined system, where both vertical and horizontal chains of command operate and must converge at various points for system equilibrium, stability and operational efficiency. Synergistic partnership based on progressive team spirit is a critical input in this regard and towards the attainment of the University vision and mandate. The University Management Board relies on Deans of Schools, Directors of Institutes or Centres and Chairpersons of Departments to realise the core university mandates, namely teaching and learning, research, and community service or outreach.

The organogram of KCA University (see KCA university Statutes page 64) provides you with a quick reference to other key stakeholders and pathways of consultation and decision-making. Conventionally, the chain of command flows from the Vice Chancellor and Chief Executive Officer, DVCs, Registrars, Heads of Technical sections, Directors and then Chairpersons of Departments. In most cases all except DVCs are appointed by the Vice Chancellor and Chief Executive Officer. DVCs are appointed by University Council. For purposes of this hand book the relationship between Deans, Directors and Chairpersons of Departments is indicated in Figure 1. To attain the vision of the University, holders of these offices must see themselves as leaders of aligned teams at their respective levels.

The responsibilities for different offices as outlined below are not an end in themselves, but a reflection of good practices that can always be improved upon propelled by the dynamism in professional engagements and human resource management. Any provision in this handbook is null and void to the extent of its contradiction of the KCA University statutes, unless the statutes are amended to reflect the provision.

 1. See KCA Statutes page 64
2. Compared to streamlined, chaotic and uncoordinated teams, the aligned team allows individual team members to exercise and harness their God given minds, talents and abilities for the common good in the system.
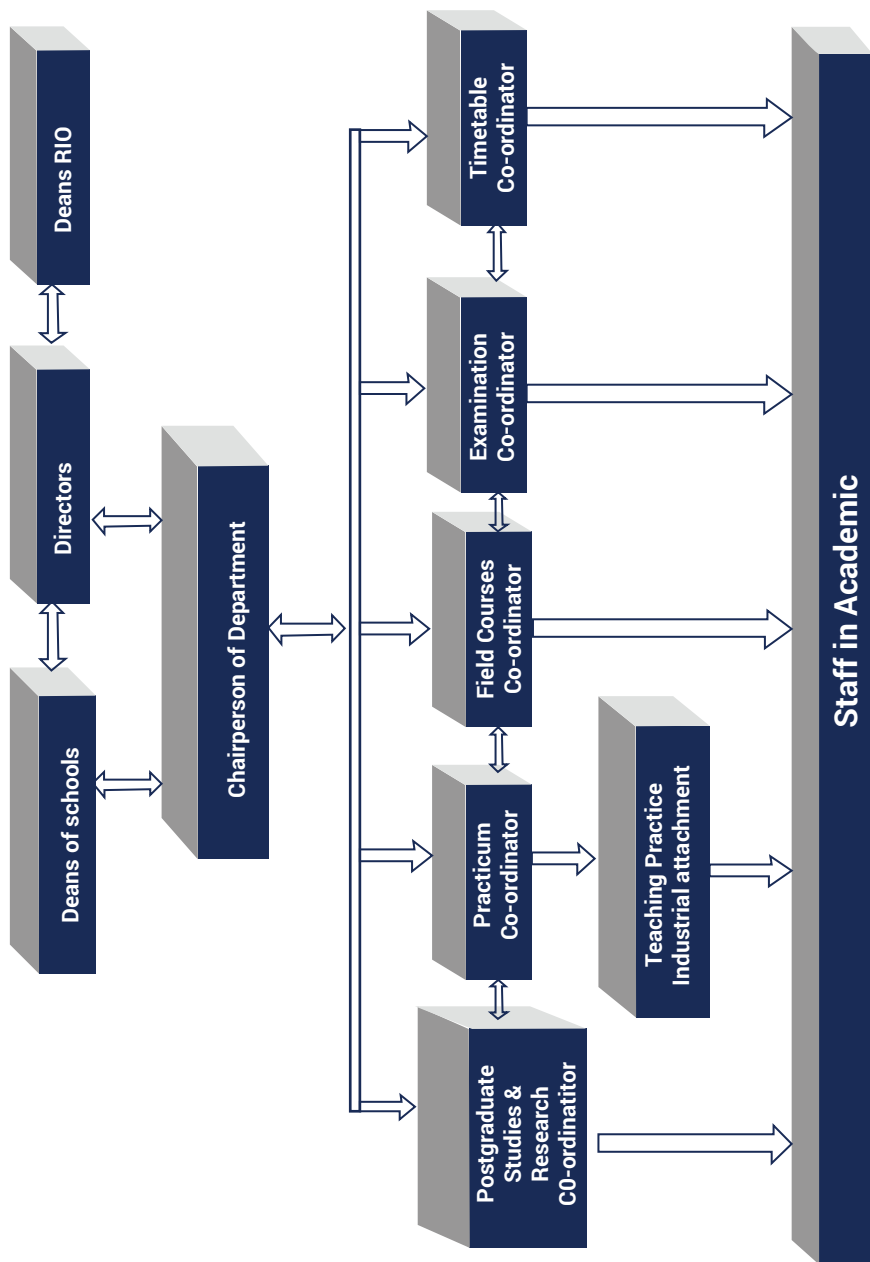
Figure 1. Horizontal and vertical relationship among Deans, Directors and Chairpersons of Department

2. RESPONSIBILITIES OF DIFFERENT OFFICES

2.1. Deans

Deans typically are academic leaders who have academic, programmatic, managerial, and fiscal responsibilities for a School. Naturally, academic Deans must always serve the interests of the University and ought to have innate leadership skills and an extensive knowledge of curriculum development and academic policy. In addition to overseeing academic progress and administrative matters, academic Deans supervise strategic planning and operationalisation at the School level. Thus, leading a School would require a variety of significant skills including a high degree of emotional intelligence, ability to adapt to changing technologies and policy requirements. Hence the importance of skills in transformative leadership.

2.1.1. Deans of Schools or Faculties

Overall the Dean of a School or Faculty shall be in charge of the management of academic programmes and both academic and administrative staff members in the School. The Dean shall therefore provide overall academic leadership within the School and coordinate the School's strategic direction.

Specifically, the Dean of an academic School or Faculty is expected to:

1. Drive the vision and mission of the University at the School or Faculty level.

2. Be the academic and administrative head of the respective School and as such shall be responsible to the Vice Chancellor and Chief Executive Officer and shall work in liaison with Deputy Vice Chancellors for maintaining and promoting efficient management of the School.

3. Be a member of the Senate, respective School Board, School/College, and a member of every committee appointed by the Management and Academic Boards, unless otherwise expressly provided.

4. Prepare and submit School annual budgets for consideration.

5. Chair the Senate for the recommendation of either renewal of contracts or appointment of new members of academic staff within the respective School.

6. Participate in the selection of new students joining the University.

7. Chair the School Examination Board to consider and ratify examination results moderated by departmental boards.

8. Present ratified examination results to the Deans Committee.

9. Work with School Examination Coordinators to prepare the final graduation captions (i.e. list of classified students)

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10. Present names of graduating candidates from all Departments in the school during graduation ceremonies.

11. Play the role of arbiter among the Chairpersons of Departments

12. Work with the Chairpersons and other coordinators to facilitate all other school-wide functions such as organising and holding seminars, conference, workshops and engagement with stakeholders.

13. Develop the School's budget and be the accounting officer of the School.

14. Supervise, evaluate, and support Departments in a manner that promotes excellence in instruction, scholarly and creative productivity.

15. Providing recommendations to the DVC - ASA regarding sabbaticals and other leaves for faculty and staff.

16. Represent the School in Disciplinary Committees when the agenda affects staff and students from the departments within the School.

17. Engage other Deans where interdisciplinary collaborations in pursuit of quality assurance are needed.

18. Oversee the development of memoranda of understanding on various initiatives such as internationalisation, networking and partnerships with external actors.

19. Perform such other duties as may be assigned or delegated to him/her by the Vice Chancellor and Chief Executive Officer, Deputy Vice-Chancellor or Dean of Research Innovation and Outreach.

2.1.2. Dean, Research Innovation & Outreach

The KCA University's mission is to offer high quality, integrated and market driven teaching, research, and extension services in a safe and supportive academic environment. In support of the KCA University mandate, the Dean of Research, Innovation and Outreach (RIO) Division shall:

1. Work with the office of Deputy Vice Chancellor Research Innovation & Outreach (DVC-RIO) to provide local, regional and international direction and resources for research education, training, and implementation of related University policies and procedures;

2. Drive strategic planning, provide guidance, foster new and interdisciplinary research initiatives and collaborations.

3. Co-ordinate with all research, innovation and outreach stakeholders to ensure attainment of the research, innovation and outreach agenda.

4.Co-ordinate research, innovation and outreach processes and ensure that all such processes are meet the standards set out in the research, innovation and outreach Policy;

5.Manage research activities at the university that generate or lead to external funding.

6.Set and confirm commitment to policies and regulations and take appropriate actions to ensure the University's commitment to compliance

7.Establish strategic collaborations with local, regional and international research and higher learning institutions in carrying out innovative research, capacity building and technology development and transfer.

8.Maintain records of all research, innovation and outreach activity University

9.Promote a conducive environment for Research, Innovations and Outreach

10.Operationalize the Research, Innovation and Outreach Strategy for the University.

2.1.3. Dean Graduate School

The Dean of Graduate School shall coordinate and oversee postgraduate studies and activities in the University; including:

1.Implementing policies and procedures for postgraduate studies approved by senate.

2.Ensuring that research proposals from Schools conform to the quality standards of the Commission of University Education and respective Schools.

3.Processing theses/dissertations submitted for both internal and external examination.

4.Overseeing defence boards as per policy established.

5.Processing successful candidates in consultation with the respective School Deans for onward submission to Senate.

6.Processing unsuccessful candidates as per university policy

7.Safeguard the integrity of Graduate School as a registry of all matter's postgraduate studies.

8.Convene and chair the Board of Graduate Studies

Leadership Quote:

1.Where there is no vision, the people perish – **Bible: Proverbs 29:18**
2.A great leader's courage to fulfil his vision comes from passion, not position. **- John Maxwell**

2.2. Directorates and Centres

1.Directorates and Centres may be established with specific mandate to augment any, all or a combination of University primary functions and support services such as: Academics, Administration, Research, Innovations and Protection of Property Rights, Outreach and Community Services, Student and staff services like health care, mentorship, Career advisory and Mentorship among others that would be unique to individual Universities.

2.As such Directorship can have University-wide mandate, School-based mandate or Department-based mandate, depending on the thematic area it is created to be responsible for.

3.Subject to the statutes, the Directors shall perform such duties as may be delegated or assigned to them by the Vice Chancellor and Chief Executive Officer.

4.Directors in academic Divisions are expected to know how to collaborate with administrative directorates, when their input in academic issues are required.

Leadership Quote:

The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it. - **Theodore Roosevelt**

2.3. Chairperson of Departments

Although appointed by the Vice Chancellor and Chief Executive Officer, the Chairperson of Department (CoD) works with and under the School Dean as appropriate. The roles of CoDs and those of Deans should not clash or be duplicated. Since the department is the developer and custodian of academic programmes, much of the academic work in the university is done at this level. The Dean's office, being the next upper tier, plays the roles of quality control by checking what would have been submitted or delivered to it from Departments.

The Chair of Department is therefore expected to oversee the implementation of University vision and mandate at the Departmental level . As such the Chair of Department shall represent the department on the appropriate University committees and other bodies as required. In addition to his/her teaching role, the Chair of Department shall be the accounting officer of the department.

More specifically, the chairperson shall be responsible for the following roles

2.3.1. Admission Process

1.Identify the approved programmes to be offered and submit the list to the Registrar (Academic Affairs) at least three months before the intake for advertisement.

2.Analyse the applications and recommend for admission as per the set University criteria and procedures.

3.Determine the criteria for admission into a programme and present them to senate for approval.

4.Declare, on behalf of the relevant Department and in consultation with the respective School, the capacity of each programme.

2.3.2. Registration Process

1. Identify and submit the list of units to be offered in a specified trimester one month before the beginning of the trimester or when it is requested for to Director of Timetabling for scheduling. The information should include:

• Units for specific semester/session only.

• Units arranged year-wise with core and electives for every programme indicated.

• Number of students for every unit.

• Hours for theory and practicals for each unit.

• Specific combinations.

• Units taught by other Departments.

2. Advise students on unit registration.

3. Monitor the process of unit registration within the unit registration period.

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2.3.3. Workloads and Teaching and Learning Process

1. Allocate staff under their supervision workloads as per University policy.

2. Ensure staff report and remain at work for prescribed durations.

3. Ensure that where applicable, overtime work or work outside the normal working hours are justified and compensated as per University policy.

4. Procure the necessary teaching resources as per the laid down procedures.

5. Ensure that course units are timetabled and the same communicated to the faculty.

6. Monitor teaching and learning and ensure that its being implemented as expected.

7. Address any administrative issues that may arise in the course of teaching and learning.

8. Monitor number of students per course unit and yearly enrolment.

9. Advise the School Board of Management on the implications of enrolment dynamics.

10. Submit a list of academic advisors in the Department and minutes of the advisor's meetings to Head, Academic Audit Section.

11. Submit duly filled CAT 1 and CAT 2 Administration and Feedback forms as per the trimester dates schedule to the Head, Academic Audit.

12. Submit recommendations on unit waivers to the Registrar (Academic Affairs)

13. Monitor on-line classes and ensure they work as expected; and as appropriate take administrative actions that ensure their success.

14. Receive and submit student-staff evaluation forms to the Director, Center for Teaching and Learning Excellence (CTLE) for analysis.

15. Ensure that newly recruited staff, (both academic and administrative) are properly inducted before they start their work

2.3.4. Examination Process

1. Be conversant with the various processes in examination administration and management, and take responsibility towards the effectiveness and quality of the Examination process guided by the various University Guidelines and Policies.

2. Familiarize himself/herself with the rules and regulations that govern the various types of programmes namely, Certificate, Diploma, Undergraduate and Postgraduate in the various modes of study.

3. Submit units to be examined and the number of students who registered per unit within prescribed time after the commencement of the trimester.

4. Verify the units timetabled against what was sent for timetabling, and in case of any anomaly to liaise with the Director of timetabling and Scheduling of units before the deadline indicated on the Timetable.

2.3.5. Setting of Examinations

1. Supervise faculty members on the setting of quality examination papers

2. Ensure that faculty set draft examinations questions and submit them within a specified deadline.

3. Take administrative action on any lecturer who fails to submit his/her draft examinations within the deadline as per laid down policy.

2.3.6. Moderation of Examinations

1. Convene the Departmental Examinations Board to moderate the draft examinations.

2. Ensure that the draft examination question papers for each unit taught in different Campuses in every mode of study are harmonized.

3. Make sure that there is only one examination question paper for each unit and for each mode of study.

4. Send draft examination question papers to the External Examiner for moderation where applicable.

2.3.7. Processing of Examinations

1. Submit moderated draft examination question papers together with moderation minutes to the Main Examination Office for processing.

2. Notify members of teaching staff on proofreading of typed examination question papers and the need to confirm number of copies required including the ones for visually challenged students.

2.3.8. Collection and Invigilation of Examinations

1. Prepare an effective invigilation schedule indicating the chief and assistant invigilators and submit a copy to the Registrar (Academic Affairs).

2. Circulate the invigilation schedule to lecturers and ensure adherence to the same.

3. Ensure that the chief invigilators are full time members of academic staff, and when necessary, seek approval from the Deputy Vice-Chancellor (Academic and Student Affairs) to engage graduate assistant invigilators from among postgraduate students who have completed their course work.

4. Ensure the chief invigilator of each paper collects question papers, answer booklets and other examination materials within prescribed time before commencement of the examination.

5. Ensure that the number of invigilators is adequate for every unit.

6. Ensure that the invigilators surrender unused booklets accurately documented for onward submission to the examinations' coordinator for safe keeping.

7. Submit a report on all students not accounted for in each unit to the Registrar (Academic Affairs).

8. Ensure that the chief invigilator documents and submits to him/her any examination incidents in prescribed format for requisite processing.

2.3.9. Marking of Examinations

1. Ensure that faculty mark the examinations within prescribed time.

2. As and when necessary, seek authority from the Deputy Vice-Chancellor (Academic Affairs) to engage graduate assistants from among Masters and PhD students who have completed their course work for units with students exceeding 50.

3. By documentary evidenced, ensure that marked scripts are returned within 21 working days after the end of the examination period or as otherwise indicated in the approved semester dates.

2.3.10. Processing of Examination Results at the Departmental Level

1. Ensure the moderation of marks by Departmental Board of Examiners and that all registered students in all modes of study and in all Campuses are accounted for.

2. Alert and ensure that faculty post moderated marks into the university examination management system

3. Monitor and verify correctness of marks entered by unit lecturers in the final grade worksheet report from Students Management Information System against moderated mark sheets.

4. Submit all original mark sheets for all examinations every semester to the Registrar (Academic Affairs).

2.3.11. Enforcement of Policy on Processing of Examination Results

1. Take administrative action in writing to all lecturers who fail to enter marks online by the set deadline with a copy to the respective Dean of School and the Registrar (Academic Affairs)

2. Forward names of all internal and part-time examiners who will not have entered marks or accounted for all their students to the respective Dean of School for onward processing.

2.3.12. Remarking of Examination Scripts

1. Acknowledge receipt of requests for remarking and respond within one (1) week to the Office of the Deputy Vice-Chancellor (Academic and Student Affairs).

2. Nominate and submit for re-marking purposes at least 2 names of qualified lecturers to the Deputy Vice-Chancellor (Academic and Student Affairs).

3. Ensure that remarking is done expeditiously and new marks are duly processed once approved.

2.3.13. Incomplete Results

1. Table the list of all students with incomplete examinations at Departmental Board of Examiners meeting.

2. Forward the recommendations of the Departmental Board of Examiners to the School Board of Examiners for necessary action.

2.3.14. Supplementary and Special Examinations

1. Identify all units in which eligible students are to sit for supplementary and special examinations as approved by the University Senate.

2. Inform the concerned lecturers to set supplementary and special examinations.

3. Convene moderation meetings for the supplementary and special examination draft question papers and forward approved drafts to university examination office for processing.

4. Ensure that these supplementary and special examinations are submitted to Examination Office for processing.

5. Arrange for proofreading and invigilation of the said examinations.

2.3.15. External Examiners

1. Identify and nominate, in consultation with the Departmental Board of Examiners names of qualified persons for appointment as external examiners.

2. Forward the nominees through the School Board of Examiners to the Deputy Vice-Chancellor (Academic Affairs) for approval by Senate.

3. Be a good host of the external examiner before arrival, during examination and facilitate their requisite compensation in good time.

4. Convene a briefing meeting for the external examiner and the Departmental Board of examiners.

5. Initiate and/or write requesting for the renewal of expired contract for the external examiner.

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2.3.16. Unposted Marks

1. Facilitate retrieval of historical marks and submission to School Examinations Coordinator for posting.

2. Respond to memos promptly and give appropriate feedback to students.

3. Ensure that there are no unposted marks.

2.3.17. Departmental Board of Examiners

As chairperson of the Departmental Board of Examiners, the CoD shall coordinate all functions above and finally present examination results to School Board of Examiners.

2.3.18. Students Clearance

The Chairperson shall facilitate the clearance of students who would have successfully completed their academic programmes as per university policy.

2.3.19. Appointment of Departmental Examination Coordinators

1. Nominate at least one faculty member on full-time employment terms and forward his/her name to the Deputy Vice-Chancellor (Academic Affairs) for consideration.

2. Request for rights for the Departmental Examinations Coordinator to access the Students Management Information System from the Registrar (Academic).

3. Support and facilitate the Departmental Examinations Coordinator as his/her principal assistant in all examinations related issues.

2.3.20. Departmental Accounting Officer

1. Be familiar with departmental needs and in a departmental board, prepare departmental annual budget proposals

2. Facilitate acquisition and accounting of monies entrusted to staff in the departments as per laid down procedures

2.3.21. Teaching, Research and Outreach

1. Shall teach two units per semester in order to keep abreast with knowledge

2. Shall at the same time engage in active research and community service in his/her capacity as a university academic staff

2.3.22. Programmes Development and Reviews

2.3.22.1. Overarching Responsibility

Departments are founded on specific academic programmes. Being the chief academic officer of the department, the chairperson is expected to:

1. Chair the Departmental Curriculum Committee.

2. Oversee the development and review of programmes in the department.

3. Offer guidelines on University policy on new and revised programmes as well as Commission for University Education (CUE) guidelines and format.

4. Facilitate inclusive consultation and offer the curriculum committee all necessary support.

More specifically:

2.3.22.2. Development of New Programmes

1. Oversee development of programme concept paper(s) with a strong rationale and present it to the relevant university board for review and approval.

2. Organise consultative fora of relevant stakeholders

3. Oversee development of approved new programme(s) as guided by the university policy and guidelines from the Commission for University Education (CUE).

4. Assist the Departmental Curriculum Committee to identify programmes that have undergone full cycle or need to be reviewed for any other reason.

2.3.22.3. Review of Existing Programmes

1. Assist the Departmental Curriculum Committee to identify programmes that have undergone full cycle or need to be reviewed for any other reason.

2. Review identified programmes as guided in 2.3.22.2. (3) above.

3. Present the new or revised programme(s) with supporting minutes first to the School/Faculty Board, then to Senate through Dean and DVC (Academic Affairs) for review and approval.

4. Incorporate recommendations and resubmit the corrected version of the programme.

5. Request for advertisement of the programme.

2.3.22.4. Finance Process

1. Submit information on new programmes to Head of Finance for costing before they are presented for senate approval.

2. Give details of students proceeding for attachment, teaching practice and /or practicum to Student Finance Office in the antecedent trimester.

3. Submit to Student Finance lists signed by students who participate in the field trips.

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2.3.22.5. Library Process

1. Submit recommended reading materials obtained from course lecturers to the Head of Library Services.

2. Liaise with the Librarian for requisite training of staff and students.

3. Sensitize staff on the need to submit their publications to the library for uploading into the Institutional Repository.

2.3.22.6. Information and Communication Technology

1. Work with the Directorate of ICT to create staff accounts for faculty portal, workflow and corporate emails.

2. Inculcate the culture of using corporate emails for all official communication.

3. Ensure that Examinations Coordinators get appropriate access rights in the Students Information Management System.

4. Work with the webmaster via the Directorate of ICT to periodically update the Departmental and faculty Website profiles and departmental activities.

2.3.22.7. Recruitment of Vacant Positions and Renewal of Contracts

1. Send audited and rationalised requests to the Deputy Vice Chancellor (Finance, Planning and Development) for the advertisement of vacant positions.

2. Request for the appointment of Part time lecturers as appropriate based on university policy.

3. Ensure that requests for renewal of contracts are done within prescribed time before expiry date of the current appointment period.

4. Ensure that all new appointees to the Department are inducted as appropriate.

5. Take administrative actions concerning part time lecturers and all other non-academic staff in the department, as appropriate.

6. Make inquiry regarding salaries of staff members or part time lecturer's payment to the Head of Finance.

7. Make inquiries about research grants at the office of Dean (RIO) and inform the faculty accordingly.

8. Facilitate staff development initiatives in the department.

9. Be a trustworthy custodian of the personal information of faculty members.

2.3.22.8. Leave Matters

The Chairperson is expected to sensitise staff on all aspects of leave and forward genuine requests to the Head of Human Resources for approval as per laid down procedures and policy.

2.3.22.9. Termination of Contract of Employment

1. Sign the clearance form for a member of staff whose contract has been terminated due to Lapse of Time or Completion of Task; Death; Retirement; Medical Grounds; Resignation; Discipline; and Redundancy. Upon completion of the clearance certificate, the same should be submitted to the Supervisor Personnel Registry for processing.

2. Send to the Deputy Vice Chancellor (Finance, Planning and Development), a written notification in the case of death of a member of staff or a member of his or her immediate family as per policy established. Such a notification should also include a request pertaining to funeral expenses as per university policy.

2.3.22.10. Industrial Attachment

1. Make a recommendation to the relevant university office regarding an application for attachment.

2. Ensure that the approved trainees on attachment abide by the regulations governing the conduct of University employees, and that trainee on attachment are not accorded the responsibility of taking custody of university property.

3. Appraise as appropriate any trainee during their period of attachment.

4. Take administrative action on any trainee on attachment as per university policy.

6. Ensure that the university image is protected, enhanced and protected at all times

7. Respond to inquiries promptly

8. Working with the corporate affairs office, ensure that departmental academic programmes are marketed as appropriate.

9. Organize for community outreach activities in liaison with the Office of the Registrar Corporate Affairs

10. Ensure that departmental responsibilities within ISO 9001:2015 certification are adhered to.

Leadership Quote:

1. What counts in life is not the mere fact that we have lived.
It is what difference we have made to the lives of others that will determine the significance of the life we lead *– Nelson Mandela*

2. Earn your leadership every day *- Michael Jordan*

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3. RECOMMENDED REFERENCE DOCUMENTS

As a transformative leader, being depended upon by the Vice Chancellor and CEO of the University, and the University Management Board, you must ensure that all decisions you take or make must be in-line with prevailing legal and policy guidelines at national and university level. In this regard, the following documents must be readily available to you for reference as appropriate.

1. Aloo-Obudho,P., Ziegele F (Eds); Abenga E, Indede F and Waswa F (Ass. Eds). (2018). Developing Visionary, Effective and Transformative University Leaders: A Training Guide. Kenya DAAD Scholars Association, Nairobi, Supported by DAAD & Commission for University Education. ISSN: 1814-5027.

2. Commission for University Education. Guidelines for Self-Assessment for Institutional Quality Audit, 2017 Edition.

3. Commission for University Education. The Universities Regulations, 2014

4. Commission for University Education. Universities Standards and Guidelines, 2014.

5. KCA University Calendar.

6. KCA University Charter.

7. KCA University Service Charter.

8. KCA University Statutes.

9. National Commission for Science, Technology and Innovation (NACOSTI) Requirements (Ref: https://www.nacosti.go.ke/)

10. Republic of Kenya. Environmental Management and Coordination Act 1999, http://kenyalaw.org/kl/fileadmin/pdfdownloads/Acts/EnvironmentalManagementandCo-ordinationAct_No8of1999.pdf

11. Republic of Kenya. National Constitution 2010. http://www.parliament.go.ke/sites/default/files/2017-05/The_Constitution_of_Kenya_2010.pdf
12. Republic of Kenya. Occupational Safety and Health policy

13. Republic of Kenya. State Corporation Act. http://kenyalaw.org/kl/fileadmin/pdfdownloads/Acts/StateCorporationsActCap446.pdf

14. Republic of Kenya. The Data Protection Act. http://kenyalaw.org/kl/fileadmin/pdfdownloads/Acts/2019/TheDataProtectionAct__No24of2019.pdf

15. Universities Act No. 42 of 2012, Revised Edition 2016https://www.knqa.go.ke/wp-content/uploads/2018/10/Universities-Act-42-of-2012.pdf

16. Waswa F, Abenga E and Indede F. (2020). Enhancing Completion Rates through Structural and Operational Changes in the Management of Postgraduate Programmes in Kenya's Public Universities, In: Frank Niedermeier and Xia Qin (Eds.) Multipliers of Change. Sustainable Capacity Building in Higher Education Leadership and Management. Universitätsverlag Potsdam. https://publish-up.uni-potsdam.de/opus4-ubp/frontdoor/deliver/index/docId/47549/file/pbhf05.pdf

Leadership Quote:

1. The illiterate of the future are not those that cannot read or write. They are those that cannot learn, unlearn and relearn - *Alfin Toffler, American Author.*

2. Transformative Deans, Directors and Chairpersons of Departments are innovators and drivers of positive change - *Fuchaka Waswa*

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