



**MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY
(MMUST)**

MMUST IS ISO 9001:2015 CERTIFIED

SHORT COURSES POLICY

SHORT COURSES POLICY	
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FOREWORD

Education stands as the cornerstone of progress, a beacon illuminating the path towards self-reliance and prosperity. In Kenya, this belief is not merely an aspiration but a tangible commitment embedded in Vision 2030 and the Bottom-Up Economic Transformation Agenda (BETA). As we strive to realize these ambitious visions, we are guided by a steadfast dedication to quality education that empowers individuals and nations alike. Masinde Muliro University of Science and Technology (MMUST), nestled in the heart of this journey, embraces its role as a catalyst for innovation and excellence.

Within the dynamic landscape of education, MMUST recognizes the transformative power of short courses. These compact yet potent learning experiences offer a gateway to new knowledge and skills, driving progress and innovation. Through the Short Courses Policy, MMUST is poised to harness this potential, crafting curricula that resonate globally and empower individuals to thrive in an ever-evolving world.

At the heart of MMUST's mission lies a commitment to sustainable development and technological advancement. By embracing the principles of this policy, MMUST reaffirms its dedication to fostering a culture of lifelong learning and equipping individuals with the tools they need to shape a brighter future. As we embark on this journey, we extend our gratitude to all stakeholders for their unwavering support and commitment to excellence.

Together, let us forge ahead, guided by the principles of innovation, inclusion, and excellence. Through the power of education, we can build a future where opportunity knows no bounds and prosperity is within reach for all.

Dr. Pamela Sitienei
Chairperson, University Council

PREFACE

I am privileged to introduce Masinde Muliro University of Science and Technology (MMUST) and our steadfast commitment to academic excellence, career development, research, innovation, and community service. MMUST's journey from a grassroots initiative to an esteemed international institution reflects our dedication to fulfilling our core mandates.

With eleven specialized schools offering over 250 accredited academic programs, MMUST equips graduates with versatile skills recognized by both the Commission of University Education (CUE) and the Technical and Vocational Education and Training Authority (TVETA).

In light of global challenges such as unemployment, declining essential skills, and rapid technological advancements, MMUST acknowledges the significance of Short Courses in addressing knowledge gaps. These courses provide a vital platform for acquiring skills beyond traditional curricula, empowering individuals across educational and career spectrums to thrive in today's competitive landscape.

Moreover, Short Courses play a crucial role in reaching out to segments of the youth population who may lack access to formal education. As an international institution, MMUST actively participates in the global pursuit of academic excellence, necessitating substantial investments in research, innovation, and community service. Short Courses emerge as invaluable tools for resource mobilization, essential for advancing both national and global development agendas.

It is with deep appreciation that I acknowledge the contributions of the University Council, University Management Board, Senate, and the Short Courses Committee, under the leadership of the Deputy Vice-Chancellor for Planning, Research, and Innovation (DVC PRI), to the formulation of this Short Courses Policy. Short Courses epitomize the essence of our mission, offering top-notch university education, training, and research by integrating science, technology, and innovation into dynamic programs tailored to meet the evolving needs of our world.

Prof. Solomon I. Shibairo
Vice Chancellor

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ABBREVIATIONS AND ACRONYMS

BETA	- Bottom-up economic transformation agenda
CUE	- Commission for university education
DIAL	- Directorate of international relations and academic linkages
IGU	- Income generating unit
MMUST	- Masinde Muliro university of science and technology
MOU	- Memorandum of understanding
MOA	- Memorandum of agreement
MOF	- Memorandum of finance
PME	- Performance monitoring and evaluation
RPL	- Recognition of prior learning
TVETA	- Technical and vocational education and training authority
TVET	- Technical and vocational education and training
UMB	- University management board
UN SDGs	- United nations sustainable development goals
WUCST	- Western university college of science and technology

DEFINITION OF TERMS

Short Course:	A learning program, lasting 1 day to 6 months, administered by MMUST or in collaboration with stakeholders, recognized by the University Senate. Not fulfilling diploma or degree requirements, it includes related expressions like professional development, executive courses, certifications, proficiency training, skill development, competency training, seminars, and workshops.
MMUST Alumnus:	A graduate or former student of Masinde Muliro University of Science and Technology, including those who have acquired an MMUST certificate after completing a Short Course.
Curriculum:	The lessons and academic content taught in the Short Course.
Skill:	Knowledge, competencies, and abilities necessary for performing operational tasks.
ODeL:	Open Distance and e-Learning.
Resource Person:	An individual who facilitates the delivery of a Short Course curriculum.
Partner:	Individuals or institutions that have formally agreed to collaborate.

MMUST VISION, MISSION AND CORE VALUES

VISION

To be the Premier University in Science and Technology

Mission

To provide excellent university education, and research through integrating science, technology and innovation into quality programmes to suit the needs of a dynamic world.

Core Values

Customer focus

Collegiality

Excellence

Professionalism

Equity

Accountability

Innovativeness

1.0 INTRODUCTION

1.1 Background Information and Historical Perspective

The Short Courses Policy of Masinde Muliro University of Science and Technology (MMUST) stands as a pivotal manifestation of our enduring commitment to excellence in education, training, and research. Established as Kenya's seventh Public University under the MMUST Charter 2013, MMUST has evolved from its inception as the Western University College of Science and Technology (WUCST) in 2002. Built upon our core mandates encompassing academics, career development, research, innovation, community service, and consultancy, MMUST has emerged as a beacon of educational excellence in the region.

With eleven schools offering approximately 250 accredited academic programs, MMUST boasts a diverse educational landscape acknowledged by the Commission of University Education (CUE) and relevant professional bodies. Furthermore, our accreditation from the Technical and Vocational Education and Training Authority (TVETA) for Technical and Vocational Education and Training courses underscores our commitment to offering programs tailored to the needs of a dynamic workforce.

Despite the comprehensive nature of our traditional academic offerings, feedback from stakeholders has underscored specific gaps in career development necessitating targeted interventions. In response, MMUST has formulated the Short Courses Policy to comprehensively address these gaps. These Short Courses serve as catalysts for fulfilling MMUST's mission by integrating science, technology, and innovation into quality programs designed to meet the evolving needs of the world.

Aligned with national development agendas such as the Bottom-Up Economic Transformation Agenda (BETA), the African Union's Agenda 2063, and the United Nations Sustainable Development Goals (UN-SDGs), our Short Courses Policy embodies our strategic vision for societal impact. This document outlines the rationale behind the introduction of Short Courses, emphasizing their strategic role in advancing our institutional objectives and contributing to broader socio-economic development.

1.2 Mandate and Functions

Masinde Muliro University of Science and Technology (MMUST) is committed to providing accessible and relevant education to meet the diverse needs of individuals, organizations, and communities. As a premier institution of higher learning, MMUST recognizes the importance of offering short courses as part of its mandate to promote lifelong learning, professional development, and skills enhancement. Through these short courses, MMUST aims to bridge the gap between academic knowledge and practical skills, empowering learners to thrive in a rapidly changing world.

1.3 Policy Issue and Environment

In today's dynamic and competitive landscape, the demand for specialized knowledge and skills is on the rise. Employers, professionals, and individuals seeking personal and career advancement opportunities require flexible and tailored learning options to meet their specific needs and goals. Recognizing this evolving educational landscape, MMUST acknowledges the need to develop a comprehensive Short Courses Policy that outlines the framework for designing, delivering, and assessing short courses that are responsive to market demands, industry trends, and societal needs.

The Short Courses Policy addresses the diverse needs of learners by offering a wide range of courses across various disciplines, including but not limited to technology, business, health sciences, and humanities. By providing opportunities for individuals to acquire new skills, update existing knowledge, and pursue their passions, MMUST aims to contribute to human capital development, economic growth, and social progress.

1.4 Goal and Objectives

The overarching goal of this Short Courses Policy is to enhance the career opportunities, marketability, and competitiveness of participants, contributing to the MMUST Alumni. The specific objectives include:

- i. Enhancing access to quality short course learning programs for both professionals and non-professionals in a structured manner in terms of quality, cost, and accreditation.
- ii. Safeguarding the University's reputation by approving, monitoring, and evaluating courses offered in its name.
- iii. Aligning short courses or trainings with other University obligations to ensure the core business of teaching and research is not compromised.
- iv. Providing a mechanism for acknowledging and certifying learning or training under short course programs in MMUST.
- v. Offering stakeholders appropriate information about short course programs.
- vi. Providing clarity and oversight on University partnerships with external organizations in administering short course programs.
- vii. Establishing a framework to respond to emerging labor market and skills development needs.
- viii. Collaborating with institutions and industry for workforce capacity building.
- ix. Addressing the needs of clients requiring tailor-made courses by promoting continuing professional development and skills upgrading in specific disciplines.

1.5 Rationale

MMUST acknowledges the limitations of traditional curricula in addressing knowledge gaps amidst technological advancements and socio-economic changes. Short Courses offer a flexible, interactive learning environment to bridge these gaps, provide accredited credentials, and contribute to institutional development while diversifying income sources. This policy aims to

meet learner needs, enhance global expertise partnerships, and optimize resources for societal benefit.

1.6 Process and Scope

Masinde Muliro University of Science and Technology (MMUST) recognizes the importance of providing accessible and flexible educational opportunities to meet the diverse needs of learners in today's dynamic world. The development of the Short Courses Policy at MMUST has been driven by a thorough and collaborative process aimed at ensuring the highest standards of quality, relevance, and inclusivity.

The process of formulating the Short Courses Policy involved extensive consultation with various stakeholders, including faculty members, administrative staff, students, industry partners, and community representatives. Through these consultations, MMUST identified key areas of demand, emerging trends, and specific learning needs, which informed the design and implementation of short courses that are responsive to market demands and societal needs.

The scope of the Short Courses Policy encompasses a wide range of disciplines, subjects, and learning objectives, catering to individuals seeking professional development, skills enhancement, or personal enrichment. Short courses offered by MMUST may include but are not limited to technology, business, health sciences, humanities, and vocational training, reflecting the diverse interests and aspirations of learners.

By articulating the process and scope of the Short Courses Policy, MMUST reaffirms its commitment to providing accessible, relevant, and high-quality education to learners of all backgrounds and aspirations. Through continuous collaboration, innovation, and evaluation, MMUST aims to empower individuals with the knowledge, skills, and competencies needed to succeed in their personal and professional endeavors, contributing to the advancement of society and the realization of individual potential.

2.0 SITUATIONAL ANALYSIS

2.1 Legal and Policy Framework

Masinde Muliro University of Science and Technology (MMUST) recognizes the need to adapt to evolving workforce demands, given the current landscape. While MMUST offers a range of traditional academic programs, there are significant gaps in addressing the rapid changes in industries and technologies. Short Courses have emerged as a viable solution, both locally and globally, to bridge specific skill gaps and cater to professionals seeking to upskill or reskill in response to market shifts.

Operating within Kenya's policy, legal, and regulatory framework, MMUST is overseen by bodies such as the Commission for University Education (CUE) and the Technical and Vocational Education and Training Authority (TVETA). These entities ensure adherence to standards for higher education institutions and technical training programs. MMUST aligns its Short Courses policy with regional and international best practices, drawing insights from successful programs worldwide.

2.2 Policy Achievement

Increased Access to Education: The implementation of the MMUST Short Courses Policy has led to increased access to education for a diverse range of learners, including professionals, working adults, and community members. By offering flexible scheduling and diverse course offerings, MMUST has successfully reached individuals who may not have had the opportunity to pursue traditional academic programs.

Relevance and Responsiveness: MMUST has achieved success in designing short courses that are relevant and responsive to the needs of learners and the demands of the market. Through continuous needs assessment and stakeholder engagement, MMUST has been able to identify emerging trends and areas of demand, leading to the development of timely and targeted short courses.

Positive Feedback and Impact: Feedback from participants and stakeholders indicates a high level of satisfaction with MMUST short courses, citing the quality of instruction, practical relevance, and applicability to real-world scenarios. Many participants have reported tangible benefits, such as improved job prospects, enhanced skills, and increased confidence.

2.3 Gaps, Lessons Learnt and Opportunities

The implementation of MMUST's Short Courses Policy has revealed key challenges that need to be addressed for the initiative's success. Firstly, there is a pressing need for enhanced quality assurance and standardization mechanisms to ensure consistency and credibility across short courses. Variability in course content, delivery methods, and assessment criteria poses a risk to the overall effectiveness of MMUST's short courses. Secondly, resource constraints, including limited funding, faculty capacity, and infrastructure, threaten the scalability and sustainability of the short courses initiatives. Without adequate resources, MMUST may struggle to meet the increasing demand for short courses and maintain instructional quality. Lastly, emerging issues such as heightened competition from other educational providers, rapid technological advancements, and evolving market demands present risks to the relevance and competitiveness of MMUST short courses. Failure to adapt to these changing trends and anticipate future needs could lead to declining enrollments and program viability. Addressing these gaps and challenges is essential to ensuring the continued success and impact of MMUST's Short Courses Policy.

MMUST has gained valuable insights through its Short Courses Policy implementation, particularly in the areas of stakeholder engagement, flexibility, and continuous improvement. Firstly, the university has recognized the significance of ongoing stakeholder engagement and needs assessment in ensuring the relevance and responsiveness of short courses to market demands. By actively involving industry partners, employers, and potential learners in the course development process, MMUST can tailor its offerings to meet the evolving needs of stakeholders effectively. Secondly, MMUST has learned the importance of flexibility and adaptability in course design, delivery modes, and scheduling. Acknowledging diverse learning styles, preferences, and needs, MMUST has prioritized offering a wide range of short courses to enhance accessibility and inclusivity. Lastly, MMUST has embraced a culture of continuous improvement and evaluation, facilitating regular monitoring, feedback collection, and program evaluation. Through these processes, MMUST identifies areas for enhancement, addresses emerging issues, and ensures the quality and relevance of short courses are maintained over time.

These lessons underscore MMUST's commitment to delivering high-quality, responsive, and accessible education through its Short Courses Policy.

MMUST has identified several opportunities for enhancing its Short Courses Policy, focusing on diversification, partnerships, and technology integration. Firstly, MMUST can capitalize on the opportunity to diversify its short course offerings by including new and emerging topics, interdisciplinary subjects, and specialized areas of interest. By remaining attuned to market trends and industry needs, MMUST can attract a broader audience of learners and bolster its reputation as a leading provider of cutting-edge education. Secondly, collaboration with industry partners, professional associations, and other educational institutions offers MMUST opportunities to expand its reach, access new markets, and enhance the practical relevance of its short courses. Partnerships also provide access to valuable resources, expertise, and funding to support short course initiatives, enriching the learning experience for participants. Lastly, embracing technology and innovation in course delivery methods, such as online learning platforms, virtual simulations, and interactive multimedia, can significantly enhance the accessibility, flexibility, and effectiveness of MMUST short courses. By leveraging digital tools and resources, MMUST can reach a wider audience, accommodate diverse learning preferences, and adapt to evolving educational trends, ensuring the continued relevance and impact of its Short Courses Policy in a rapidly changing landscape.

3.0 POLICY STATEMENTS

3.1 Policy Principles

- i. MMUST is committed to maintaining the highest standards of academic and operational excellence in the design, delivery, and evaluation of Short Courses. This principle ensures that all Short Courses are of high quality, relevant, and aligned with the university's mission.
- ii. The policy promotes inclusivity by ensuring that Short Courses are accessible to diverse learners, regardless of their background or socio-economic status. MMUST strives to create an inclusive learning environment that meets the needs of all stakeholders.
- iii. MMUST's Short Courses are designed to be responsive to the evolving needs of society, industry, and the economy. The policy emphasizes the importance of adapting to changing trends and demands to provide relevant and timely education.
- iv. The policy underscores the importance of maintaining academic and research integrity in the development and delivery of Short Courses. This principle ensures that all courses are conducted with honesty, transparency, and adherence to ethical standards.
- v. MMUST fosters collaborative partnerships with other institutions, industry, and community organizations to enhance the quality and relevance of Short Courses. These partnerships are key to expanding the reach and impact of the university's educational offerings.
- vi. The policy promotes fair competition in the development and delivery of Short Courses. MMUST ensures that all stakeholders have equal opportunities to participate and benefit from the courses, fostering a level playing field.

- vii. MMUST is dedicated to providing accessible education through Short Courses, supporting lifelong learning and professional development. The policy encourages continuous improvement and the pursuit of knowledge to meet the demands of a dynamic world.
- viii. The policy aligns with MMUST's mission to contribute to socio-economic development by offering Short Courses that address knowledge gaps and empower individuals to contribute to their communities and industries effectively.

3.2 Policy Position

At Masinde Muliro University of Science and Technology (MMUST), our Short Courses Policy embodies our commitment to providing educational opportunities that are accessible, relevant, high-quality, and engaging. Rooted in the principles of accessibility, we ensure that our courses are inclusive and cater to diverse learner needs with flexible delivery modes and affordable tuition. Our focus on relevance guarantees that the courses remain responsive to emerging trends, industry demands, and societal challenges, enhancing skills development and employability. We uphold high-quality standards in course development, delivery, and assessment, adhering to best practices in pedagogy and curriculum design. Additionally, we emphasize engagement by fostering interactive learning environments and practical experiences. This policy affirms MMUST's dedication to empowering learners, enhancing professional skills, and contributing to lifelong learning, thereby addressing skills gaps, promoting socio-economic development, and advancing national agendas.

3.3 Policy Actions

- i. Continuous Improvement and Innovation:
MMUST is committed to continuously enhancing the quality, relevance, and effectiveness of its short courses through innovation and adaptation. This includes regularly reviewing and updating course content, delivery methods, and assessment strategies to meet the evolving needs of learners and industry standards.
- ii. Accessibility and Inclusivity:
MMUST strives to ensure that its short courses are accessible to individuals from diverse backgrounds and circumstances. This involves offering flexible scheduling options, providing financial assistance where possible, and accommodating different learning styles and preferences to promote inclusivity.
- iii. Industry-Relevant Curriculum:
MMUST endeavors to develop short courses that are aligned with industry needs, emerging trends, and technological advancements. By collaborating closely with industry partners, professional associations, and experts, MMUST ensures that its short courses provide practical skills and knowledge that are directly applicable in the workplace.
- iv. Quality Assurance and Standards:
MMUST upholds rigorous quality assurance standards to maintain the integrity and credibility of its short courses. This includes adhering to recognized educational standards, employing qualified instructors and subject matter experts, and conducting regular evaluations and assessments to monitor and uphold educational quality.
- v. Community Engagement and Outreach:

MMUST is dedicated to engaging with the local community and stakeholders to identify learning needs, foster partnerships, and promote the value of lifelong learning. Through community outreach programs, workshops, and seminars, MMUST seeks to enhance access to education and address societal challenges.

- vi. **Ethical Conduct and Integrity:**
MMUST emphasizes ethical conduct and integrity in all aspects of its short courses, including admissions, instruction, assessment, and administration. This involves promoting academic honesty, respecting intellectual property rights, and maintaining confidentiality and privacy in accordance with ethical principles and legal requirements.
- vii. **Evaluation and Feedback Mechanisms:**
MMUST implements robust evaluation and feedback mechanisms to assess the effectiveness of its short courses and gather insights from participants. This includes soliciting feedback from learners, instructors, and stakeholders, conducting post-course evaluations, and using data-driven insights to inform continuous improvement efforts.
- viii. **Sustainability and Environmental Responsibility:**
MMUST is committed to integrating principles of sustainability and environmental responsibility into its short courses. This involves incorporating topics related to environmental conservation, resource management, and sustainable practices into course content, as well as adopting eco-friendly practices in course delivery and administration.

4.0 IMPLEMENTATION FRAMEWORK

This policy will operate within the standard university governance and administrative structures.

4.1 Policy Governance

This policy shall be implemented and governed under the normal university governance and administrative structures.

4.1.1 University Council

The University Council shall;

- i. Provide enabling working conditions for Short Courses Policy implementation.
- ii. Allocate resources, facilities, and infrastructure for Short Courses.

4.1.2 University Management Board (UMB)

The UMB shall;

- i. Define Short Courses as learning programs not constituting academic progression toward diplomas or degrees.
- ii. Oversee Short Courses implementation, policy reviews, and activities.
- iii. Approve procedures, processes, budgets, and financial claims for Short Courses.
- iv. Allocate resources for Short Courses.

4.1.3 Senate

The Senate will;

- i. Recognize Short Courses and approve completion lists for certification.
- ii. Consider affiliating successful participants with MMUST Alumni networks.

4.1.4 Short Courses Committee

A Short Courses Committee, comprising a Regular Short Courses Sub-Committee and a Professional Short Courses Sub-Committee, shall serve as a standing committee. The committee's roles include:

- i. Operationalize Short Courses application and implementation.
- ii. Coordinate with the Directorate of Communication to advertise Short Courses applications.
- iii. Design shortlisting procedures and carry out applicant shortlisting.
- iv. Provide reality checks and advice on the relevant policy framework.
- v. Develop partnerships and agreements for delivering Short Courses.
- vi. Domesticize Professional Short Courses from external experts and professional institutes.

4.2 Policy Administration

4.2.1 The Vice Chancellor

The Vice Chancellor will:

- i. Implement decisions related to Short Courses Policy.
- ii. Appoint the Director and Coordinator for Cost Centers.
- iii. Approve requests from Cost Centers.
- iv. Foster local and international institutional partnerships.
- v. Sign Short Courses certificates.

4.2.2 Deputy Vice Chancellor Planning Research and Innovation

The Deputy Vice Chancellor in-charge of Planning, Research and Innovation will;

- i. Oversee policy implementation through the Planning, Research, and Innovation Committee.
- ii. Appoint the Short Courses Committee for program review and development.
- iii. Recommend procedures, processes, budgets, and promote MMUST niche areas.
- iv. Foster institutional partnerships.
- v. Increase Short Courses enrollment

4.2.3 Deputy Vice Chancellor Academic and Student Affairs

The Deputy Vice Chancellor Academic and Student Affairs shall;

- i. Sign Short Courses certificates.
- ii. Recommend curriculum experts.
- iii. Adopt completion lists for certification.
- iv. Affiliate successful participants with MMUST Alumni.

- v. Foster institutional partnerships.

4.2.4 Deputy Vice Chancellor Administration and Finance

The Deputy Vice Chancellor Administration and Finance shall;

- i. Approve budgets and financial claims.
- ii. Issue letters of appointment to resource persons.
- iii. Provide resources, facilities, and infrastructure.
- iv. Propose Short Courses for human resource development.
- v. Foster institutional partnerships.

4.2.5 Director in Charge of Short Courses

Reporting to the Deputy Vice Chancellor Planning Research and Innovation, the Director in Charge of Short Courses shall;

- i. Supervise the Coordinator in Short Courses implementation.
- ii. Propose budgets, financial claims, and resource persons.
- iii. Ensure affiliation of Short Courses experts.
- iv. Create systems for Cost Centers' participation.
- v. Foster institutional partnerships.

4.2.6 Coordinator in Charge of Short Courses

Reporting to the Director, the Coordinator in charge through the Short Courses Committee shall;

- i. Identify training opportunities for staff and students.
- ii. Generate income through Short Courses activities.
- iii. Propose budgets, financial claims, and resource persons.
- iv. Ensure affiliation of Short Courses experts.
- v. Create systems for Cost Centers' participation.
- vi. Foster institutional partnerships.

4.3. Operationalization Framework

4.3.1 Composition of the Committee

The committee shall be composed of the following officers:

- i. Director in-charge Of short courses
- ii. Coordinator in-charge of short courses
- iii. Three (3) academic staff members (including a curriculum expert)
- iv. Legal Officer (or representative)
- v. Registrar Academic Affairs (or representative)
- vi. Manager ICT (or representative)
- vii. Manager MMUST Enterprises
- viii. Finance Officer (or representative)
- ix. Dean of Students (or representative)
- x. Director ODEL (or representative)
- xi. Marketing Officer

4.3.2 Short Course Needs Assessment

- a) Short Courses curriculum developers shall conduct needs assessment during the development and review of curricula, where applicable.
- b) Evidence of the needs assessment process and outcomes shall be submitted alongside the proposed curriculum or when emerging needs are identified.

4.3.3 Short Course Approval Process

- a) Short Courses can be developed by individuals, cost centers, or consortia involving external partners.
- b) Applications to offer Short Courses must be submitted to the Director in charge of Short Courses 21 days before the commencement date, accompanied by:
 - i. Course curriculum or training plan
 - ii. Fee requirements/structure
 - iii. List of proposed lecturers/trainers
 - iv. Number of expected participants
 - v. Training budget (developed in consultation with the Directorate in charge of Short Courses).
 - vi. Admission requirements
 - vii. Revenue allocation proposal
- c) Approval for Short Courses bearing MMUST name or logo requires the endorsement of:
 - i. The Coordinator in charge of Short Courses
 - ii. The Director in Charge of Short Courses
 - iii. The Deputy Vice Chancellor (Planning, Research, and Innovation)
- d) After fulfilling requirements, proposals are forwarded to the Senate Secretariat for recognition.
- e) Applicants are notified in writing by the Director in charge of Short Courses upon approval, and a letter to offer the courses is issued within two (2) weeks.
- f) This policy excludes internally-organized short courses for MMUST staff within the mandates of the Human Resources section.

4.3.4 Accreditation of Short Courses

- a) MMUST, recognized by CUE, TVETA, and the Ministry of Education, has delegated authority to accredit its Short Courses.
- b) Short Courses developers are encouraged to align courses with approved unit standards where applicable.
- c) Developers seeking credit-bearing courses approval must approach University accreditation organs.
- d) Short Courses developers should align courses with existing academic modules where appropriate.

4.3.5 Short Courses Participants

- a) Short course participants must meet admission criteria and pay requisite fees, including professionals, non-professionals, students, and other qualified individuals.
- b) Short Courses providers must seek authorization to use University facilities through relevant heads of cost centers.
- c) The list of admitted participants is forwarded to the Registrar (Academic Affairs) via the Director in charge of Short Courses.
- d) Participants must adhere to a code of conduct provided by the University from the beginning of the training.

4.3.6 Criteria for Assessment and Evaluation of Short Courses

- a) Course implementers must ensure written examinations or competency tests are administered within the scheduled period as per the short course curriculum or training plan.
- b) Assessment tasks must align with intended outcomes for certificate awards.
- c) Clear records of students' attainments are forwarded through the Directorate in charge of Short Courses for processing by the Registrar Academic Affairs.

4.3.7 Certification

- a) The University, through Registrar Academic Affairs, issues certificates to those who successfully complete programs/trainings and pay requisite fees.
- b) Certificates are duly signed by the Vice Chancellor, the Registrar Academic Affairs, and/or appointed signatories.
- c) Certificates are based on a standardized format with security features for authenticity, reflecting competency as advised by the course provider or department.
- d) Short courses are not reflected on regular academic transcripts.

4.3.8 Revenue Allocation

- a) Short course fees are deposited into the MMUST Enterprises Account, with a dedicated vote-head for accountability.
- b) The Finance Officer provides a detailed statement on the short courses vote-head for revenue distribution.
- c) Revenue sharing for Short Courses is 60% to service providers and 40% to the University. The 40% share by the University includes:
 - i. 30% for administrative and infrastructural costs
 - ii. 6% for the Directorate of Short Courses for coordination and marketing activities
 - iii. 4% for the Short Courses Committee for quality management activities.
- d) A share of 60% is distributed to service providers, with specifics outlined in the Revenue Allocation proposal.
- e) Revenue sharing for Short Courses not meeting criteria is guided by prior agreements based on existing policies, procedures, and market characteristics.

- f) Short courses do not qualify for government subsidy; thus, there are no automatic discounts for staff/partners.
- g) Stakeholders must meet their respective tax obligations.

4.3.9 External Partnerships & Collaborations

- a) Partnerships are considered if they contribute to the University's mandates and development agenda.
- b) Engagement documents like MOUs, MOAs, and MOFs are required for external partnerships.
- c) Intellectual property rights for short course curricula offered in MMUST's name reside with the University.
- d) Use of the University's name and logo requires authorization from the MMUST Vice Chancellor.

4.3.10 Communication of Procedures

The Short Course Policy, procedures, and application forms will be distributed to all cost centers and service providers. Documents and application forms will also be available on the University website.

5.0 MONITORING AND EVALUATION

5.1 Monitoring and Evaluation Plan

The key stakeholders involved in the monitoring and evaluation of the MMUST Short Courses Policy include faculty members, department heads, administrative staff, short course instructors, students, and external partners such as industry representatives and community organizations. These stakeholders are essential in the implementation, oversight, and continuous improvement of the policy, contributing diverse perspectives and expertise to ensure that the short courses meet their intended goals.

The monitoring questions for the Short Courses Policy focus on several key areas: Are the courses accessible and inclusive to a diverse range of learners? Are the courses relevant to current industry trends, societal needs, and learner expectations? Is the quality of the courses maintained consistently, and are best practices in pedagogy being applied? Additionally, how effectively are learners engaging with the course content, and what impact are the courses having on their professional skills and career development?

Key indicators for monitoring the policy include enrollment rates, learner demographics, course completion rates, learner satisfaction scores, and feedback from course evaluations. Additional indicators might include post-course employment rates or career advancement of participants. Data sources for these indicators include enrollment records, course completion certificates, learner feedback surveys, course evaluation forms, and follow-up surveys conducted with alumni and employers.

Data collection methods for the monitoring and evaluation process include quantitative surveys, qualitative interviews, focus groups, and feedback forms. Tools such as online survey platforms, course evaluation software, and learning management systems (LMS) will be used to gather and analyze data. Additionally, regular audits and peer reviews will be conducted to assess the quality and relevance of the course content and delivery methods.

A structured reporting mechanism will be established to ensure that monitoring results are communicated effectively to all stakeholders. Regular reports will be compiled on a quarterly and annual basis, summarizing key findings, trends, and recommendations for policy adjustments. These reports will be shared with university management, department heads, and external partners, while feedback loops will be created to incorporate stakeholder input into ongoing policy refinement. Periodic review meetings will be held to discuss outcomes, address challenges, and plan for future enhancements in the short course offerings.

5. 2 Policy Review

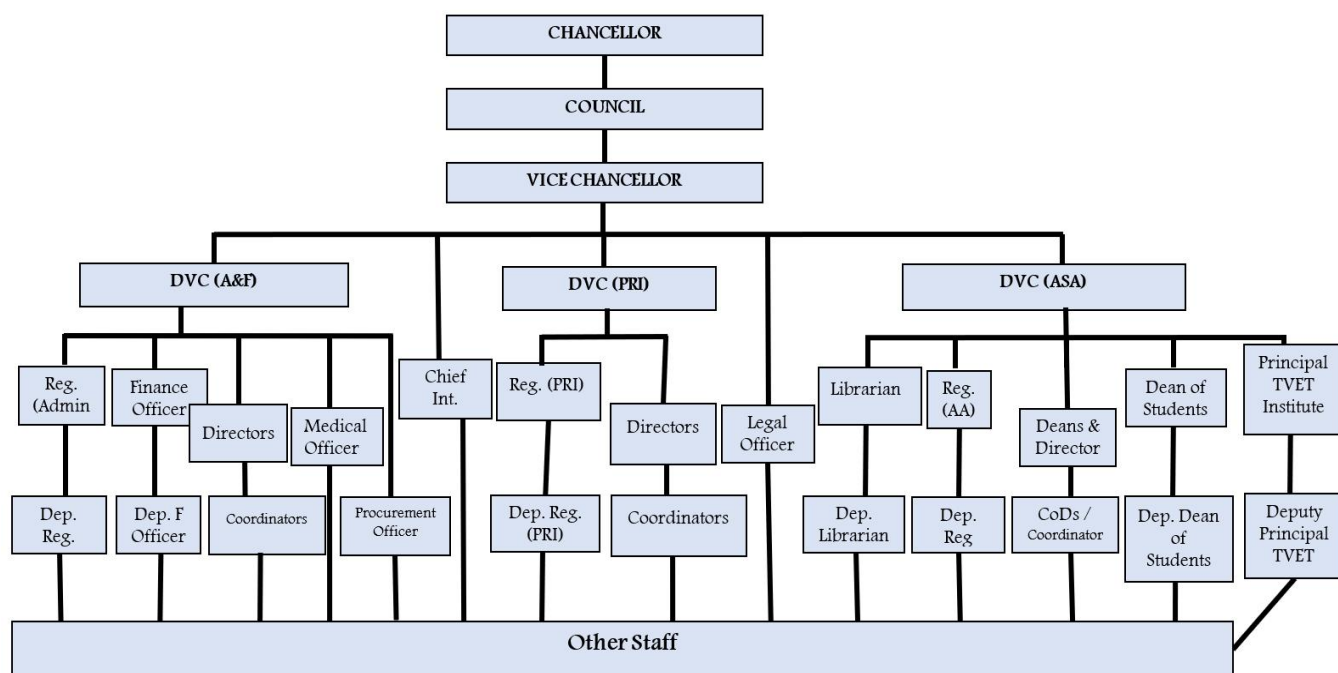
This policy shall be reviewed every five (5) years or as deemed necessary to ensure its continued relevance and effectiveness.

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APPENDICES

Appendix I: Organogram of Governance Structure



Appendix II: Organogram of the Administrative Structure

