

MBARARA UNIVERSITY OF SCIENCE AND TECHNOLOGY



Occasional International Students Fees Management Policy

International Relations Office

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List of Abbreviations and Acronyms

AR:	Academic Registrar
DVC-AA:	Deputy Vice Chancellor-Academic Affairs
DVC-F&A:	Deputy Vice Chancellor-Finance and Administration
FOM:	Faculty of Medicine
FOS:	Faculty of Science
FIS:	Faculty of Interdisciplinary Studies
FBMS:	Faculty of Business and Management Sciences
FCIS:	Faculty of Computing and Informatics Sciences
GoU:	Government of Uganda
IHL:	Institutions of Higher Learning
IRO:	International Relations Office
ITFC:	Institute of Tropical Forest Conservation
MakCHS:	Makerere University College of Health Sciences
MUST:	Mbarara University of Science and Technology
MNCHI:	Maternal Newborn and Child Health Institute
OISFMP:	Occasional International Students Fees Management Policy
VC:	Vice Chancellor

Executive Summary

Setting clear policies and guidelines is an important management practice. Policies streamline operations and functionality of the organization and or institution. The International Relations Office (IRO) in liaison with other key stakeholders has put together the Occasional International Students Fees Management Policy (OISFMP) for occasional international students at Mbarara University of Science and Technology (MUST). This policy guides the charging and allocation of funds by various departments and other university service units. The drafting of this policy has been through a consultative process and discussions with the MUST Faculties, Institutes and relevant administrators and current occasional international students. The policy categorizes occasional students as short stays or long stays. The mandate to host occasional students lies under the departments and therefore take a bigger percentage of the funds allocations. The collected funds are put to the day-to-day running of the academic and social welfare of the students.

1.0 Introduction and Background

Public Institutions of Higher Learning (IHL) world over create strategies of supplementing Government capitation grants in order to facilitate more functional systems. The most adopted mechanism to aid this functionality is enhanced international collaborations and partnerships that can augment resource mobilization and institutional visibility. The student exchange program and private international students are fundamental sources of additional income to support institutional plans and prospects. Funds generated however require policies and guidelines to regulate their usage. MUST appreciates internationalization as one of the core elements for its increased institutional growth and visibility. The IRO that was formally operationalized in 2016 aims at increasing international partnerships and collaborations through students and staff exchange programmes that will scale MUST to increased levels of visibility through training, research and community outreach.

Since its inception, the office has embarked on various activities that included; building operational systems and structures that guide the internationalization process, documenting baseline statistics on the number of partnerships and collaborations, handling of exchange programs and orientation of students and faculties that visit MUST. Other core activities have included; aiding the process of Memoranda of Understanding between MUST and its collaborators and partners, securing international students' passes, registration with Uganda Medical and Dental Practitioners Council and coordination of work permits. These activities require policy guidelines that guide implementation modalities.

Through a consultative process with faculties, institutes and relevant departments that generated and harmonized ideas on the management of occasional students' funds, the IRO has drafted a Fees Management Policy. It is important to note that occasional students are different from regular students. Occasional students stay for a short period at MUST compared to regular students who stay for the full standard programme duration prescribed in MUST policies. The policy sets forth fees structure and allocation of funds from occasional international students. It also guides the uniform implementation of the policy across various faculties and Institutes.

2.0 Situational Analysis

The MUST strategic plan sets forth foundations for institutional operationalization per various Faculties and Institutes in a stipulated timeframe and resource availability. The strategic plan takes into consideration the flow of foreign and local students. Since its inception, various Faculties and Institutes at MUST have used

different mechanisms to engage international partnerships and collaborations. In addition, the current Memoranda of Understanding (MoUs) implemented by various faculties reveal discrepancy in terms of; the operational principles and guidelines, fees for occasional international students and funds allocation. There is lack of uniformity in implementing the MUST internationalization agenda that may then affect subsequent collaborations and partnerships. Quite often, Faculties at MUST receive a substantial number of international students on exchange program or private arrangement. A case in point, between January and March 2017, MUST received 39 occasional students from various countries. These students normally stay for different lengths of time ranging from one week to four weeks (shorter period) or more than four weeks (longer period). This policy will guide the operations of dealing with occasional students' funds. After approval, the policy will be implemented uniformly across MUST Faculties and Institutes.

3.0 Objectives of the Policy

1. To harmonize the administration fees structure for occasional international students at MUST
2. To guide the allocation of funds among the different line units handling occasional international students at MUST

4.0 Rationale

Funds generation is paramount for institutional functionality. This becomes ideal when it comes to funds that support university activities beyond Government of Uganda (GoU) funding scope. This policy is justifiable because;

1. The resource envelope at MUST is still low and this necessitates auxiliary funds to support key activities within the university structures. The administration fees structure is important to streamline the process of implementation.
2. The allocation of the generated funds is currently relatively decentralized and implemented differently by Faculties and Institutes. This has often created lack of clarity of how many occasional students the University receives annually and the funds generated.
3. Furthermore, there is no visualized standard administration fees structure for occasional students. Occasionally, international students do not know how much MUST obliges them to pay.
4. It is also vital to note that the allocation of generated funds require a systematic formula and process in order to prioritize and fund core aspects of the occasional students' learning and social processes. Where systematic formulae of funds allocation lack, there has been lack of clarity and conflict of

interest within the system which hampers the set targets and objectives. This is likely to affect subsequent international students in take. This policy will therefore guide on the occasional students fees structure, how funds will be allocated and used in the departments.

5.0 The Implementation Formula

Through consultations and discussions with key stakeholders, Table 1 and 2 illustrate the structure of the policy. Various Institutions, Faculties, Institutes and key offices consulted included; Makerere University College of Health Sciences (MakCHS), MUST- Faculty of Medicine (FOM), Faculty of Science (FOS), Faculty of Interdisciplinary Studies (FIS) and Faculty of Business and Management Sciences (FBMS), Faculty of Computing and Informatics Sciences (FCIS) and Faculty of Applied Science and Technology (FAST). Other institutes and personnel consulted were; Institute of Tropical Forest Conservation (ITFC), Maternal Newborn and Child Health Institute (MNCHI), Office of the Vice Chancellor (VC), office of Deputy Vice Chancellor-Academic Affairs (DVC-AA), Deputy Vice Chancellor-Finance and Administration (DVC-F&A), the Academic Registrar (AR), the Deputy Secretary-Planning and the current occasional international students. Table 1 reveals the administration fees structure to be generated by faculties and Institutes as per the length of stay of occasional students. Table 2 shows the distribution of the generated funds to various service departments and units within MUST structure.

Table 1: Administration Fees Structure for Occasional International Students

S/N	Length of Stay (in weeks)	Amount (in USD)
1	2-7 weeks	250
2	8-17 weeks	500
3	18-34 weeks	1000

Table 2: Distribution of Funds

S/N	Office/Units	Percentage Share	Justification
1	Hosting department	50%	1.1 Host occasional international students 1.2 Coordinate and implement the learning process of the occasional international students such as; class work, tutorials, practicum and community engagement. 1.3 Coordinate and administer assessment and evaluation for the students.
2	Support of MUST student exchange program	20%	2.1 Support students who periodically apply to travel abroad for elective clinical placements seminars, conferences and workshops. This will support their stipend, transport and exchange costs.
3	International Relations Office	15%	3.1 Coordinate general orientation and guidance of occasional students by granting them location maps, key security tips, orientation manuals and facts about MUST culture. 3.2 Support the acquisition of international students' passes and visas (if need arises). The office always gives recommendation letters to students to acquire passes. 3.3 Funds support the coordination and organization of the annual dinner for the international students and visitors at MUST. The international annual dinner Increases visibility and marketability of MUST for increased collaborations. 3.4 Support day to day administrative costs incurred to coordinate IRO activities.
4.	Central administration	10%	4.1 Support activities that require the attention of central administration during the stay of occasional students
5.	Academic Registrar's office	5%	5.1 Support the coordination, conduct and administration of exams and academic documentation for students 5.2 Correspondence costs with the students' host institutions on their academic progress

On top of administrative costs charged by MUST, occasional international students may pay additional costs depending on their scope of operation and nature of their stay. Some of the expected costs are illustrated in Table 3 below.

Table 3: Additional costs that may be incurred

SN	Additional Costs	Amount (USD)	Remark
1	Research Ethics application fee	\$300	Standard payment set by MUST Research Ethics Committee
2	Uganda National Council for Science and Technology Research Fee	\$300	Standard payment set by Uganda National Council for Science and Technology
3	Temporary Medical Practicing License	\$200	Standard charge by Uganda Medical and Dental Practitioners Council for medical doctors
	Temporary Practicing license for Nurses and Midwives	\$120	Fee set by Uganda Nurses and Midwifery Council
	Temporary practicing License for Pharmacists	\$500	Fee by Uganda Pharmacy Council
4	Accommodation by MUST	\$05	Standard rate accommodation per night at either MUST expatriates quarters, Bugoye or Lugazi Hostels

6.0 Management of Funds

The funds are managed under a US Dollar sub-account coordinated by the IRO in collaboration with central administration. Fund releases and accountability follow MUST and GoU standard financial operating procedures.

7.0 Conclusion

The policy set to guide the handling of occasional international students is pertinent for MUST institutional harmonization and orderliness. It sets forth the fees to be charged, formula of funds allocation to various units, standards that have clear guidelines and will increase MUST revenue. According to the formula, compared to other service units, the funds allocated to the departments are high due to their primary role in hosting the students. The generation of additional sufficient income supports MUST core activities that do not receive direct funding from the GoU. This policy will inform the broader Internationalization policy.