



## **Quality Assurance Policy**

**November 2014**

## Foreword

Globally, the resultant impacts of the rapid growth, popularization and internationalization of higher education have raised public interest in the relevance and efficacy of higher education. Consequently, in many countries, the assessment and enhancement of quality have become critical issues for higher education. In Uganda, since 2006 when the National Council for Higher Education (NCHE) developed the Quality Assurance Framework for Ugandan Universities, it became mandatory for all higher education institutions to have appropriate and effective internal structures and mechanisms for monitoring quality control procedures in their institutions. To meet this requirement for quality, the term “Quality Assurance” has become indispensable in higher education management. It is within this context that the Quality Assurance Policy for Kyambogo University was developed.

This policy takes cognizance of the fact that excellence is a fundamental pillar of Kyambogo University, explicitly stated in her Vision “To be a Centre of Academic and Professional Excellence”. This vision in essence commits the University to deliver goods and services of the desired standard. The establishment of this policy is therefore, a formal commitment by the University to improve the quality of services and products at Kyambogo University and in the Affiliated Institutions. Overall, the policy spells out the key strategies the University intends to explore to maintain acceptable standards in the pursuit and fulfillment of her core functions of teaching and learning, research/innovation and publication, and provision of service to community.

Given that issues of quality touch on almost every aspect of the University system, the successful implementation of this Policy will require the commitment, participation and contribution of all stakeholders (The Council, Senate, Administrative and Academic Units, all Staff, Students and Affiliated/External partners). This robust implementation structure necessitates the establishment of a Central Coordinating Centre to provide professional leadership and guidance on the quality assurance processes, systems, procedures and activities in line with national and international standards.

It is anticipated that the implementation of this policy shall add value to the services, products and partnerships of Kyambogo University and enhance the University’s competitiveness.

“Knowledge and Skills for Service”

For God and my Country

Prof. Eli Katunguka – Rwakishaya  
**ACTING VICE CHANCELLOR**

## **List of acronyms**

|     |                                       |
|-----|---------------------------------------|
| QA  | Quality Assurance                     |
| KyU | Kyambogo University                   |
| ICT | Information Communications Technology |
| M&E | Monitoring and Evaluation             |

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## **Short title**

This policy may be cited as Quality Assurance Policy of Kyambogo University.

## **Definition of terms**

**Quality:** Quality refers to ‘fitness for purpose’, where the purpose is summarized in the University’s vision, mission statement and strategic objectives.

**Quality Assurance:** Quality Assurance refers to the process of promoting, evaluating and assessing the extent to which the individual/ unit/ institution conforms to prescribed standards.

**Stakeholder:** Stakeholder refers to a person/agency or a group with interest in the activities of the University and is either directly or indirectly affected by this policy.

**The University:** For purposes of this policy, “the University” shall mean Kyambogo University.

**Academic Department:** Academic Department refers to an academic unit in a Faculty/School devoted to a particular academic discipline and charged with the responsibility of mainstreaming quality in all departmental activities.

**Administrative Department:** Administrative Department refers to an Administrative unit charged with the responsibility of planning, coordinating and putting in place mechanisms and systems to ensure quality delivery of services in the University.

## **1.0 Preamble**

In Uganda, quality assurance in Higher Education has become an issue of great concern among all stakeholders. A number of factors have contributed to this concern, among them being the increased students' enrollment and mobility, increased number and competition among Universities both Public and Private, internationalization of higher education, technological changes and expectations of the labor market.

Kyambogo University (KyU), established in 2003 as one of the Public Universities in Uganda is in the process of transformation to ensure efficient and effective service delivery to her clients. The University has positioned itself as one of the leading Universities in Uganda offering a number of academic and skilling programmes that are in line with National and International development needs.

The University's Strategic Plan of 2012/13 – 2022/23 defines the systematic direction of the growth of Kyambogo University which is premised in its motto of advancing “knowledge and skills for service” in all areas of research, engineering, teacher education, special needs, technical science, vocational education and outreach activities. In order to achieve this growth, there is need to establish efficient and effective Quality Assurance (QA) systems, procedures and processes underpinned by quality teaching and learning, research, innovation and knowledge generation, physical infrastructure, facilities and Information and Communications Technology (ICT) development, students' welfare and strategic marketing focused on the needs of the University, the East African region and beyond.

## **2.0 Vision, Mission, Motto and Core Values**

This policy is guided by the Vision, Mission, motto and Core Values of the University.

**2.1 Vision:** To be a Centre of Academic and Professional Excellence.

**2.2 Mission:** To advance and promote knowledge and development of skills in science, technology and education and such other fields having regard to quality, equity, progress and transformation of society.

**2.3 Motto:** Knowledge and Skills for Service

### **2.4 Core Values**

**2.4.1 Quality:** Ensuring high quality of output and service delivery.

**2.4.2 Equity:** Ensuring equal opportunity for all in all its programmes.

**2.4.3 Integrity:** Promotion of a high sense of moral and ethical standards in all its dealings with stakeholders and the public.

**2.4.4 Professionalism:** Professionalism is to be observed in all dealings and execution of the University's mandate.

## **3.0 Legal Framework**

In pursuit of the above objectives, this Quality Assurance Policy is in line with the following;

3.1 The Constitution of the Republic of Uganda 1995 as amended by Act No. 11 of 2005 gives the overall legal framework for quality assurance in higher education.

3.2 The Universities and Other Tertiary Institutions Act (UOTIA) 2001, as amended, provides for establishment of the National Council for

Higher Education (NCHE) to regulate the quality of higher education and advise government on higher education issues. Section 40 of the same Act provides the functions of the University Council which includes among others, the formulation of general policy to guide University operations.

## **Policy Statement**

Kyambogo University takes cognizance of the fact that quality is a fundamental pillar of excellence and professionalism. The University is committed to delivering goods, services and products of acceptable standards. This policy provides key strategies for the University to maintain acceptable standards in her core functions: teaching and learning, research/innovation and publication, and provision of service to community.

### **4.0 Purpose**

The purpose of the policy is to ensure that the University establishes relevant and appropriate structures, regulations, and guidelines so as to maintain acceptable standards in the pursuit and fulfillment of her core functions of teaching and learning, research/innovations and provision of service to community.

### **5.0 Guiding Principles**

This Quality assurance policy adheres to the following guiding principles:

**5.1 Principle 1: Client Focused:** The University depends on her clients and therefore should understand the current and future client needs, meet client requirements and aspire to exceed client expectations;

**5.2 Principle 2: Quality Leadership:** Leaders establish unit of purpose and direction in the university. They should create and maintain conducive internal environment in which people are motivated and fully involved in achieving the University's objectives;

**5.3 Principle 3: Involvement of People:** People at all levels are a core asset of an institution and their involvement enables their abilities to be used to an institution's benefit;

**5.4 Principle 4: Systems Process Re-engineering:** Identifying, understanding and managing a system of interrelated processes for Quality Assurance objectives improves the University's efficiency and effectiveness;

**5.5 Principle 5: Factual Approach to Decision making:** Effective decisions are based on the analysis of data and information;

**5.6 Principle 6: Mutually Beneficial Client or/and Supplier relationships:** The University and her suppliers are interdependent, and a mutually beneficial relationship enhances the ability of both to create value; and

**5.7 Principle 7: Focus on persons with special needs:** Providing quality services and infrastructure that is responsive to the needs of persons with special needs enhances their ability to contribute to the attainment of the University's vision and mission;

## **6.0 Scope**

This Policy shall guide all teaching and learning processes; academic and professional programs; research, innovations and consultancy; infrastructural facilities and equipment; University Human Resources; students and staff support services; information and accessibility; partnerships and outreach activities.

### **Policy Focus Areas**

This policy shall focus on the following areas:

## **Teaching and Learning Processes and Resources**

Teaching and learning activities should be aligned to support the achievement of intended learning outcomes while taking students' needs into consideration. The University has a responsibility to promote and enhance student centered learning through the provision of adequate and timely teaching and learning resources.

### **Academic and Professional Programmes**

The quality of academic and professional programmes that meet client expectations is critical in positioning the University to have a competitive advantage in Higher Education. It is important that the University develops quality academic and professional programmes that respond to clients' needs and conform to prescribed standards.

### **Research, Innovations and Consultancy**

In fulfilling her core functions and strategic objectives, the University shall consistently monitor and evaluate the quality of research, innovations and consultancy activities conducted in the University.

### **Infrastructural facilities and Equipment**

The quality of infrastructural facilities and equipment (i.e. lecture rooms, library, book banks, ICT's, Laboratories or practical facilities, and others) is important for achieving the core functions and mandate of the University. The University shall provide adequate and modern infrastructural facilities and equipment that are responsive to the needs of clients and academic programmes.

### **University Human Resources**

The quality of human resources is critical in the achievement of the University's core functions and strategic objectives. The University shall carefully identify, effectively deploy, develop and manage her human resources. The rules and processes that govern selection, promotion and reward of staff in various positions at the University shall be adhered to.

### **Students and staff support services.**

A favorable environment for students and staff is a prerequisite for a productive education process. It is the responsibility of the University to continually provide and maintain a conducive environment for quality educational outcome.

## **Information and Accessibility**

The University shall gather all classes of information regarding the standards and quality of its programmes and disseminate it to the general public, specifically prospective and current students to have access to up-to-date, consistent and reliable information about the standards and quality of programmes offered.

## **Partnerships and Outreach activities**

The principle purpose in developing partnerships and outreaches with other service providers/development partners/ community is the enrichment of educational opportunity, experience and provision of services. The University shall create an enabling environment for students and staff to partner with friendly institutions/organizations and communities.

### **7.0 Policy Objectives:**

The objectives of this policy are to:

- 7.1 create awareness among all stakeholders on the benefits of quality assurance in the University.
- 7.2 provide academic programmes, infrastructure, facilities and equipment that meet standards expected by her stakeholders;
- 7.3 establish efficient and effective quality assurance procedures, processes and systems;
- 7.4 provide a conducive environment for quality teaching and learning, research, innovations and consultancy services;
- 7.5 improve teaching and learning processes by increasing the effectiveness of the education process; and
- 7.6 strengthen institutional capacity for effective and sustainable responses to educational challenges.

### **8.0 Strategies to Achieve Policy Objectives**

The key strategies that will be used to achieve the objectives of the policy are outlined below:

|   |   |  |
|---|---|--|
| 1 | To gather and disseminate information on the programmes and services offered by the University    | <ul style="list-style-type: none"> <li>i. Disseminate information on programmes and services through various media;</li> <li>ii. Organize sensitization workshops/seminars for all stakeholders;</li> <li>iii. Build capacity of staff and students on quality assurance issues.</li> </ul>  |
| 2 | To develop academic and professional programmes that meet standards expected by the stakeholders; | <ul style="list-style-type: none"> <li>i. Design academic and professional programmes in line with set standards as provided by the relevant regulatory bodies;</li> <li>ii. Continuously Review and evaluate academic and professional programmes to ascertain the quality, resource use and contribution to the mission and vision of the University;</li> <li>iii. Involve professional bodies, potential employers and other relevant stakeholders in curriculum reviews and design of new programmes; and</li> <li>iv. Offer academic programmes that are both locally and internationally relevant in terms of content and planned professional training.</li> </ul> |
| 3 | To establish appropriate quality assurance procedures, processes and systems.                     | <ul style="list-style-type: none"> <li>i. Establish a Quality Assurance Directorate to coordinate all quality assurance activities in the University;</li> <li>ii. Develop guidelines, rules, regulations and manuals to support the implementation of the policy;</li> <li>iii. Establish and strengthen Quality Assurance Committees at all levels;</li> <li>iv. Ensure the continued functionality of Quality Assurance Committees at all levels; and</li> </ul>  |

|   |  |   |
|---|--|---|
|   |  | <p>v. Align all other policies, regulations, rules and guidelines to this policy.</p>   |
| 4 | To provide a conducive environment for research, and innovations           | <p>i. Develop appropriate applications and mechanisms to appraise research and publications;</p> <p>ii. Adhere to existing University policies and procedures relating to research and publications; and</p> <p>iii. Disseminate research findings and results; and</p> <p>iv. Provide equal opportunity for all staff and students in the University to participate in research and innovations.</p>   |
| 5 | To improve teaching and learning processes for enhanced learning outcomes. | <p>(i) Enhance student learning through constant adoption of the latest innovations in educational media and technology and in the professional field of pedagogy;</p> <p>(ii) Integrate research outputs into teaching and learning;</p> <p>(iii) Increase information resources in the University;</p> <p>(iv) Ensure External evaluation of the quality of programmes, teaching and assessment;</p> <p>(v) Regularly involve students in appraising academic staff;</p> <p>(vi) Emphasize skills training and provide for the development of a fair balance between academic knowledge and practical skills; and</p> <p>(vii) Provide adequate and relevant teaching-learning resources for effective delivery of all teaching programmes.</p> |

|   |  |  |
|---|--|--|
|   | To provide quality support services to enable students and staff engage in a productive education process. | <ul style="list-style-type: none"> <li>(i) Provide and regulate the quality of social services offered to the students and staff in the university;</li> <li>(ii) Provide appropriate sports and recreational facilities for students and staff</li> </ul>   |
|   | To provide adequate and modern infrastructural facilities and equipment                                    | <ul style="list-style-type: none"> <li>(i) Provide and maintain adequate physical infrastructural facilities and equipment, including ICT for students and staff; and</li> <li>(ii) Provide infrastructural facilities and equipment that are responsive to the needs of clients and academic programmes.</li> </ul>   |
| 6 | To strengthen institutional capacity for effective and sustainable responses to educational challenges.    | <ul style="list-style-type: none"> <li>i. Ensure continued focus in areas of Special Needs, Engineering, Science, Vocational studies and Education, where the University has a niche;</li> <li>ii. Market the University through the use and production of innovative and sustainable solutions to societal challenges;</li> <li>iii. Conduct human resource competence audit at all levels and align the human resources to the University needs;</li> <li>iv. Ensure recruitment, motivation and retention of qualified and competent human resources that suit the needs of the University;</li> <li>v. Strengthen coordination and partnerships between public and private sectors through development of strategies for training the University's human resources;</li> <li>vi. Ensure the establishment of mechanisms to tap and train students of the University who</li> </ul> |

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|  |  | <p>excel in their programmes and incorporate them into the University human resources structure;</p> <p>vii. Ensure that all University staff are regularly appraised against set performance targets; and</p> <p>viii. Link the University with professional and other relevant agencies.</p> |
|--|--|--|

## 9.0 Implementation of the Policy

The successful implementation of this policy is dependent on the efficiency and effectiveness of the governance and management systems in the University. The following governance and management structures shall apply in the implementation of this policy:

### Governance and Management

The governance structure shall consist of the University Council, Senate, Quality Assurance Committee, Faculty/School/Institute Quality Assurance Committees and Departmental Quality Assurance Committees as elaborated below:

#### 10.1.1 The University Council

The University Council is the supreme organ of the University responsible for the overall administration of the University and ensuring the due implementation of the University functions in accordance with the Strategic Plan. It is the responsibility of the University Council to formulate Quality Assurance policy, guidelines, rules and regulations.

#### 10.1.2 The University Senate

The University Senate is responsible for the organization, control and direction of the academic matters of the University and as such Senate is in charge of teaching and learning, research, and the general standards

of education in the University. The University Senate shall be the custodian of the Quality Assurance Policy and as such shall ensure that the Quality Assurance policy decisions are implemented with the desire to improve the University's performance in all its functions.

#### **10.1.3 The Quality Assurance Committee**

Quality Assurance Committee shall be a committee of Council and Senate responsible for the implementation of all Quality Assurance activities in the University. Senate shall elect a Quality Assurance Committee composed of such members of the University Council, Senate and other persons as it may deem necessary. In constituting the Committee, consideration shall be made to have representation of Academic and Administrative Departments, persons with special needs, and representation of graduate and undergraduate students.

#### **10.1.4 Faculty/School/Institute Quality Assurance Committee**

There shall be a Quality Assurance Committee at Faculty/School/Institute level responsible for the implementation of all quality assurance activities in their respective areas/units of operation. It shall consist of the Dean, as the Chairperson, one representative from each Department and two student representatives, giving due attention to gender and special needs.

#### **10.1.5 Departmental Quality Assurance Committee**

There shall be a Quality Assurance Committee at Departmental level (Academic and Administrative) as the lowest unit responsible for the implementation of all quality assurance activities in the respective Department. It shall consist of the Head of Department, as the Chairperson. The membership should not be less than six and not more than 1/3 of the staff members in that Department, both Academic and Administrative staff. The composition of the Committee should give due attention to gender.

## **10.2 Management**

The management structure shall be constituted by the office of the Vice Chancellor, Directorate of Quality Assurance, Dean/Principals of Affiliated Institutions and Heads of Academic and Administrative Departments as highlighted below:

### **10.2.1 Vice Chancellor:**

For purposes of this policy, the Vice Chancellor shall be the overall supervisor of all matters concerning quality assurance in the University and the affiliated Institutions. In the execution of this mandate, s/he will be required to regularly report to Council on the status of quality assurance in the University.

### **10.2.2 Directorate of Quality Assurance**

The Directorate of Quality Assurance shall provide professional leadership, advice, interpretation and guidance on the quality assurance policy, processes, systems, procedures and activities in line with national and International standards. The Director shall coordinate all quality assurance activities of the University at all levels including Affiliated Institutions. S/he shall report to the Vice Chancellor on all quality assurance matters in the University and Affiliated Institutions.

### **10.2.3 Dean/Principal of affiliated institutions**

The Dean of Faculty/School and Principal of the Affiliated Institution shall provide leadership, guidance and coordinate quality assurance activities at Faculty/School and Institutional level. S/he shall report to the Director of Quality Assurance on all matters of quality assurance in his/her respective Faculty/School/Institution.

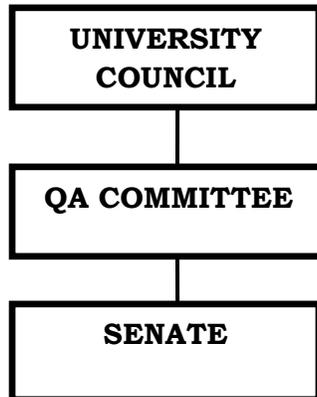
### **10.2.4 Head of Academic Department**

The Head of Academic Department shall plan and budget, coordinate, monitor, evaluate and mainstream quality in all activities in the Department. S/he shall report regularly to the Faculty/School Dean.

### **10.2.5 Head of Administrative Department**

The Head of Administrative Department shall plan and budget, coordinate, monitor, evaluate and mainstream quality in all activities in the Department. S/he shall report regularly to the Director Quality Assurance.

### **10.2.6 The Quality Assurance Governance structure**



### **11.0 Monitoring and Evaluation**

There shall be a Monitoring and Evaluation (M&E) framework that will be used to monitor the progress and implementation of Quality assurance activities at all levels. The Directorate of Quality Assurance shall be responsible for developing and implementing the M&E framework.

### **12.0 Policy Review**

The Quality Assurance Policy shall be reviewed after every three years. The review process shall follow the governance and management structures as approved by the University. The process shall start from the Academic/Administrative Department, Faculty/School and shall be coordinated by the Directorate of Quality Assurance. The recommendations shall be compiled by the Directorate and submitted to Senate and Council for consideration and approval.

The revised Policy shall be widely distributed to all user departments and stakeholders and shall be uploaded on the University website.

A copy of the revised policy will be widely distributed by the Quality Assurance Directorate and the Web version replaced by the revised policy.

**13. Start Date**

This will be included after the policy is approved by the University Council.

Date of approval by Council on **7<sup>th</sup> November 2014**

Signature:

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Prof. John Okedi  
**CHAIRPERSON UNIVERSITY COUNCIL**

Signature:

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Charles Okello  
**SECRETARY COUNCIL**