



**BUSITEMA
UNIVERSITY**

Pursuing Excellence

The background of the cover is a vibrant, abstract design. It consists of several overlapping, wavy bands of color in shades of orange, yellow, and red, creating a sense of movement and energy. A prominent blue arc curves across the upper right portion of the design.

**QUALITY
ASSURANCE POLICY**

JUNE, 2018



**BUSITEMA
UNIVERSITY**
Pursuing Excellence

QUALITY ASSURANCE POLICY

JUNE, 2018

Arif M. M.

1

TABLE OF CONTENTS

ABBREVIATIONS	5
DEFINITION OF TERMS	6
SECTION I	
INTRODUCTION.....	9
1.1 BACKGROUND.....	9
1.2 RATIONALE OF THE QUALITY ASSURANCE POLICY	10
1.3 PRINCIPLES GUIDING THE QUALITY ASSURANCE POLICY.....	11
SECTION II	
PROVISIONS OF THE POLICY.....	13
2.1 MAJOR PROVISIONS.....	13
2.2 GOAL.....	13
2.3 OBJECTIVES	13
2.4 INSTITUTIONAL GOVERNANCE ENSURING THE QUALITY OF SERVICES	13
2.5 QUALITY ASSURANCE OF ACADEMIC AND NON-ACADEMIC SERVICES.....	14
2.5.1 Quality in Teaching and Learning	14
2.5.2 Academic Programmes and Courses.....	15
2.5.3 Quality of Online Programmes.....	16
2.5.4 Students Admission	17
2.5.5 Quality of Student Assessment	18
2.6 QUALITY OF TEACHING AND NON-TEACHING STAFF	20
2.6.1 Quality of Academic Staff	20

2.6.2	Quality of non-teaching staff	21
2.6.3	Staff Development.....	22
2.6.4	Peer-to-Peer Evaluation and mentorship.....	22
2.7	QUALITY OF RESEARCH, INNOVATION AND PUBLICATION	23
2.7.1	Research and Innovation	23
2.7.2	Quality of Publications	24
2.8	QUALITY OF COMMUNITY OUTREACH SERVICES	24
2.8.1	Community Outreach Services	24
2.9	QUALITY OF STUDENT WELFARE	25
2.10	ENGAGEMENT IN EXTERNAL QUALITY ASSURANCE	26
2.10.1	Implementation of recommended external quality assurance standards.....	26
2.10.2	External Review by Accreditation Agencies.....	26
2.10.5	External Peer-to-Peer Review (Inter-collegial Peer Review).....	27
2.11	ALUMNI AND THE LABOUR MARKET	27
2.11.1	Satisfaction of Alumni and the Labour Market	27
 SECTION III		
ESTABLISHMENT, IMPLEMENTATION, MONITORING AND.....		
	EVALUATION.....	29
3.1	JOINT QUALITY ASSURANCE COMMITTEE OF COUNCIL AND SENATE.....	29
3.1.1	Membership of the Committee.....	29
3.1.2	Terms of Reference	30

Indira U

3.2	QUALITY ASSURANCE, ICT AND GENDER COMMITTEE OF COUNCIL	30
3.2.1	Membership of the Committee	30
3.2.2	Terms of Reference	31
3.2.3	Tenure of Membership.....	31
3.3	QUALITY ASSURANCE COMMITTEE OF SENATE	31
3.3.1	Membership of the Quality Assurance Committee of Senate	31
3.4	MANAGEMENT QUALITY ASSURANCE COMMITTEE.....	32
3.4.1	Membership of the Quality Assurance Committee	32
3.4.2	Terms of Reference.....	32
3.5	FACULTY QUALITY ASSURANCE COMMITTEE	33
3.5.1	Duties and Responsibilities.....	33
3.5.2	Tenure of Membership.....	33
3.6	STUDENTS' QUALITY ASSURANCE COMMITTEE (SQAC).....	33
3.6.1	Duties and Responsibilities.....	33
3.7	THE QUALITY ASSURANCE DIRECTORATE.....	34
3.7.1	Roles and Responsibilities.....	34
3.8	FACULTY BASED QUALITY ASSURANCE COORDINATORS	35
3.9	VALIDITY OF THE QA POLICY PROVISIONS.....	35
3.10	REVIEW OF THE POLICY.....	35

ABBREVIATIONS

HEI	Higher Education Institutions
UCEA	Inter University Council of East Africa
ISBN	International Standards Book Number
NCHE	National Council for Higher Education
ODL	Online distance Learning
QA	Quality Assurance
QAU	Quality Assurance Unit

Handwritten signature

DEFINITION OF TERMS

In this Policy, unless the context otherwise so admits

Academic standards

Means explicit levels of competence attainment used to describe and measure both programme requirements and the achievements of an individual or a group of students with reference to the National Council for Higher Education guidelines.

Assessment

Refers to a process of identifying the internal procedures used to judge performance; ensuring that outcomes of academic programmes and related activities are in accordance with established standards and that those standards are used and applied appropriately.

Evaluation

Means a systematic appraisal of objectives, targets and measurement of performance against set criteria.

Guidelines

Means general principles of practice and/or expectations that can be drawn from a policy statement.

Higher Education Institutions (HEIs)

Refers to Universities and tertiary education institutions legally mandated to award degrees, diplomas and certificates.

Programme review

Refers to a process of holistic appraisal of a course or academic programme and the relevant resources with a view to enhancing and improving the course or programme.

Quality

As defined by Uganda National Council for Higher Education

(NCHE) means fitness for purpose or conformance to generally accepted standards.

Quality assurance

Means a planned and systematic review of Busitema University's processes, procedures, policies and programmes to determine whether standards of teaching and learning, scholarship and infrastructure are being met, maintained and enhanced.

Quality audit

Means a process of ensuring institutional compliance with quality assurance procedures, integrity, standards and outcomes.

Quality culture

Means individual and or collective commitment to acceptable standards of behaviour, beliefs and values as they relate to quality maintenance and improvement.

Quality management

Means activities relating to planning, controlling and co-ordinating processes to achieve an agreed-upon set of standards.

Regulatory bodies

Refers to the Uganda National Council for Higher Education (NCHE) and any legal body that is mandated to control and guide the activities of higher education institutions.

Standard(s)

Means a reference point(s) against which different aspects of quality are compared or evaluated.

Stakeholders

Means agencies, institutions, individuals, students, groups and or communities that have an interest in or benefit from the activities of Busitema University.

University Refers to Busitema University.

Handwritten signature

PREAMBLE

Busitema University was established as a public University under the Universities and other Tertiary Institutions Act, 2001 (Establishment of Busitema University Instrument 2007 No. 22 made on 25th of May, 2007, having been enacted by Parliament on the 10th of May, 2007).

The University was established as a Multi - campus model with its Headquarters located at Busitema along Jinja- Tororo highway. The campuses that form Busitema University are as follows: Busitema campus, Nagongera Campus, Namasagali Campus, Arapai Campus, Mbale Campus, Pallisa Campus and Kaliro Campus (not yet operationalized).

Mandate of the University

The mandate of the University is to provide higher education through teaching, research and outreach.

Vision

The Vision of the University is "A centre of academic and professional excellence in science, technology and innovation".

Mission

The Mission of the University is "To provide high standard training engage in quality research and outreach for socio-economic transformation and sustainable development".

Core values

Busitema University in pursuit of its mission is guided by the following core values:

- | | |
|----------------------|---------------------------|
| i. Excellence | ii. Innovativeness |
| iii. Professionalism | iv. Internationalization |
| v. Team work | vi. Respect for Diversity |

SECTION I

INTRODUCTION

1.1 BACKGROUND

Quality is often related to standards of a product or a service. Its genesis during the industrialization era in the 1950's, emphasised on the generation of products with predictable uniformity, having zero defects but with a standard suited to the customer. Given the diverse landscape of inputs, processes and outputs in higher education, defining quality is more complex than it is in other sectors. Quality education is therefore defined as being; fit for purpose, transformative, value for money with focus on efficiency, effectiveness and measuring outputs against inputs.

Quality Assurance is the planned and systematic review process of an institution or programme to determine whether or not acceptable standards of education, scholarship and infrastructure are being met, maintained and enhanced. A sustainable quality assurance culture in a higher education institutions facilitates an enabling learning environment, enhances employment opportunities and enriches the academic and intellectual landscape.

Uganda National Council for Higher Education (NCHE), the statutory regulatory authority for higher education, developed a Quality Assurance Framework whose aim was to ensure that the Council and higher education institutions work together to achieve and enhance the quality of higher education. The two pronged framework focuses on the regulatory component (external quality assurance mechanisms) of NCHE and the institutional component (internal quality assurance mechanisms).

The responsibility of assuring quality lies with each individual institution in partnership with the NCHE, the statutory regulatory

hulim us

authority for higher education in Uganda. For this reason, each institution is required to have a Quality Assurance Directorate and Unit to address institutional quality assurance issues.

Since its establishment in 2007, Busitema University has ensured quality of its academic and non-academic undertakings. Observance and maintenance of standards are guided by principles provided by NCHE, national and regional professional bodies. Internally, the University has in place processes as well as structures aimed at enhancing continuous improvement at various levels. These are; Quality Assurance Committees at Council and Senate levels, University Management, Quality Assurance Directorate, Faculty and student quality assurance committees.

Ensuring a quality assurance culture calls for a sustainable institutional framework to guide the activities of all stakeholders. This therefore calls for the development of a policy which will be regularly reviewed given the changing higher education environment.

The quality assurance (QA) policy spells out the University's approach to ensuring and maintaining quality, ethos, principles, features, structures and standards of quality assurance. It also aims to ensure that the University complies with the standards and guidelines provided by regional, national and professional bodies in achieving and enhancing the quality of its provisions and services.

1.2 RATIONALE OF THE QUALITY ASSURANCE POLICY

Studies have shown a growing concern among stakeholders about the quality of higher education. This therefore calls for the need for continuous overall improvement in the delivery of both academic and non-academic services with a view of comprehensively enhancing stakeholder satisfaction and confidence.

As recommended by the NCHE, Busitema University established

Quality Assurance Directorate to spearhead quality assurance processes in the University. Activities of the Directorate are enforced by a Joint Quality Assurance Committee of Council and Senate, the Quality Assurance, Gender and ICT committee of Council, the University Quality Assurance Committee, Faculty and Student Quality Assurance Committees.

In spite of all the measures in place, the University lacks a Policy framework to guide, monitor and implement quality assurance initiatives. Therefore development and operationalization of a Quality Assurance Policy will promote accountability throughout the University's systems and processes, foster compliance with internal and external standards of operations and ensure optimal use of the available human, physical and financial resources, and create a framework for the smooth implementation of Quality Assurance in the University.

The effective implementation of the policy will promote appreciation of a quality assurance culture and improved attitude towards quality and quality assurance mechanisms, enhanced capacity to compete with other higher education institutions nationally, regionally and globally; and have a more focussed approach to the implementation of the University's mission and objectives. The application of this policy will contribute to attainment of total quality management in Busitema University.

L.3 PRINCIPLES GUIDING THE QUALITY ASSURANCE POLICY

This QA policy shall be guided by the following principles.

L.3.1 Principle 1: Professionalism- The University shall ensure proficient academic and non-academic service delivery to all stakeholders.

L.3.2 Principle 2: Standards- University standards shall be set by the members of the University community at a level that meets or

Handwritten signature

exceeds those defined by the appropriate regulatory or professional bodies.

1.3.3 Principle 3: Accountability- The University shall be accountable to its stakeholders for the quality and standards of its activities in teaching, research and publication, community outreach as well as student and staff welfare.

1.3.4 Principle 4: Continuous improvement- Faculties and departments shall be expected to engage in reflective practice and critical self-evaluation. Systematic sharing of good practices and responsiveness to the ideas of others are central features of improvement. The QA Directorate shall provide support, guidance, training and capacity building for the implementation of this University-wide quality assurance and improvement policy.

1.3.5 Principle 5: Ethics and integrity- All stakeholders shall act with honesty and commit to upholding the moral, ethical, spiritual values and principles of the University.

SECTION II

PROVISIONS OF THE POLICY

.1 MAJOR PROVISIONS

The objectives in this policy are explicitly stated in order to be implemented effectively and they are crucial for planning, monitoring and measuring outcomes.

.2 GOAL

The overall objective of the Quality Assurance Policy is to establish and maintain the required measures set in place to improve the quality and standards of research, teaching, community engagement, management, student and staff welfare.

.3 OBJECTIVES

Specifically, the Quality Assurance Policy shall ensure that;

- . Institutional governance guarantees the quality of services delivered to stakeholders.
- i. Quality is guaranteed in the academic, non-academic resources and services of the University.
- v. Standards established and recommendations made by; NCHE, professional bodies, external experts and peers are implemented.

.4 INSTITUTIONAL GOVERNANCE ENSURING THE QUALITY OF SERVICES

Policy Statement: The University shall ensure that its governance guarantees the quality of services it delivers to all stakeholders.

Implementation Strategies:

The University will:

Assess the extent to which it is pursuing its vision as declared in the founding statements, Statute and Charter.

Ensure that its Mission is being achieved and is integrated into

Richard W.

- all its activities.
- ii. Ensure that the Council, Council Committees, Senate and Management are performing their functions in a manner that contributes positively to the growth of the University.
 - iii. Create an environment that is conducive for working and learning.
 - iv. Establish mechanisms that enhance a cordial and professional working relationship between teaching, non-teaching staff and the University administration.
 - v. Put in place mechanisms that permit students to participate and contribute to all University initiatives.
 - vi. Ascertain institutional autonomy by guaranteeing corporate freedom of the University from external interference.
 - vii. Ensure that a clear and well-articulated strategic plan exists showing clear set of priorities that must be accomplished within a defined period.

Be free to:

- a. Admit and dismiss students in accordance with established University regulations.
- b. Hire and dismiss staff in accordance with established University regulations.
- c. Design and implement curricula provided they are not below national standards.
- d. Set and mark examinations.
- e. Award qualifications (certificates, diplomas and degrees).
- f. Propose, manage and implement the University budget.

2.5 QUALITY ASSURANCE OF ACADEMIC AND NON-ACADEMIC SERVICES

2.5.1 Quality in Teaching and Learning

Policy Statements

- i. The University shall develop clear minimum guidelines to

ensure that all programmes are in line with student-centered learning requirements and special needs.

- i. The University shall develop tools to assess the quality of teaching and learning. This assessment will cover:
 - i. The use of well-established tools during teaching and learning.
 - ii. Student evaluation of the courses and teaching.
 - iii. The level of student engagement in their learning experience.
- ii. The University shall ensure that there is periodic assessment of all course units in all faculties through course work, tests and examinations.
- iii. The University shall ensure 75% to 80% lecture attendance by staff and students.
- iv. Special consideration shall be given to persons with disabilities when needed.

Implementation Strategies:

The University shall;

- i. Ensure that staff are trained in student-centred learning.
- ii. Develop clear minimum guidelines for instructional methods that must be used to support the teaching and learning. This must be evidenced in the curricula developed.
- iii. Develop clear minimum guidelines for the use of information and communication technologies (ICTs) in all programmes.
- iv. Develop minimum standards and guidelines for practical training for teachers of all courses as required.
- v. Ensure that the facilities and equipment needed for teaching and learning are provided and are accessible.
- vi. Ensure regular attendance to all lecture, practical, tutorial and seminars among others.

2.5.2 Academic Programmes and Courses

Policy statements:

Relevant stakeholders shall be responsible for developing and reviewing programmes and only accredited programmes will be

Signature

taught.

Programme development and review shall consider the availability of appropriate resources, adherence to the University's mission and vision, transferability and recognition of the qualification nationally and internationally.

- i. The University shall ensure that; each programme has a description of the intended learning outcomes in terms of knowledge and understanding cognitive and subject-specific skills, such as laboratory, workshop or clinical skills that the students will have acquired upon completion of the programme.
- ii. The University shall ensure that all curricula clearly indicate the core courses, elective courses or specialist courses that are included in every programme.
- iii. The University shall ensure the availability of the appropriate learning resources.
- iv. The courses shall be reviewed at the end of every cycle to ensure that they meet the needs of the stakeholders.
- v. The University shall ensure the full participation of all stakeholders in curriculum reviews.
- vi. The University shall ensure that all curriculum designs are reviewed and approved by the Senate.
- vii. The University shall publish all taught programmes for stakeholders' reference.

2.5.3 Quality of Online Programmes

Policy Statement: Quality control measures shall be ensured throughout the design, development, delivery, assessment and management processes for all on-line distance learning (ODL) initiatives in order to ensure effective delivery of quality services to distance learners.

Implementation Strategies:

The University shall;

Support all initiatives to establish online programmes.

Ensure that there is adequate soft and hard infrastructure to host online programmes.

i. Guarantee parity between the qualifications required for teachers of ODL programmes and teachers working on campus.

v. Conduct a needs assessment prior to introducing any online programme.

Train staff teaching ODL programmes in; online distance lecture materials, assessment and examinations marking, distance learning facilitation materials, support and guidance for distance learners, record keeping, monitoring and evaluation in online distance learning.

i. Review the ODL programmes at the end of every cycle against the agreed criteria in accordance with its academic policy provisions.

ii. Have an ODL Quality Assurance Unit within the Quality Assurance Directorate.

iii. Ensure that ODL learners undergo comparable assessment procedures to those of face to face students to guarantee consistency of quality.

x. Develop course and tutor evaluation tools for ODL to be used in the same manner and for the same purposes as those used in face to face courses (provided there is sufficient customisation to ensure their relevance).

5.4 Students Admission

Policy Statement: The University shall ensure that there are clearly formulated admission criteria for students applying for undergraduate and graduate programmes.

Implementation Strategies:

The University shall ensure that;

. All students' admissions are on merit.

i. Talented and students with special needs shall be given special consideration.

ii. Student admission shall be monitored in terms of; number

hulim us

- of admissions, gender representation, dropout rate and completion of programmes.
- iv. Faculties monitor student pass rates, retention as well as dropout rates

2.5.5 Quality of Student Assessment

Policy Statement: Students shall be assessed periodically to establish their academic progress.

Implementation Strategies

The University shall ensure that;

- i. Periodic assessment in terms of coursework and course test are administered at the end of every course unit.
- ii. Feedback from the continuous assessment is given to student before the 15th week of the semester for students' self evaluation and improvement.
- iii. Special consideration shall be given to persons with special needs.
- iv. The set examination questions test different skills (based on Bloom's taxonomy)
- v. Internal examination vetting (moderation) by the lecturers and heads of departments and external vetting by external examiners in every faculty
- vi. The quality of examinations is assessed by an external examiner

2.5.7 Quality of Resources and Facilities

Policy Statements

- i. The University shall ensure that its strategic goals are linked to plans, priorities and a review system.
- ii. The University shall focus on efficient management, planning and resource processes to achieve excellence and to ensure continuous improvement.
- iii. The assessment of the quality of resources and facilities shall include assessments of the availability, accessibility and appropriateness of lecture rooms, the library, book banks, ICT

laboratories, workshops, practical facilities and equipment

Implementation Strategies

- i. The University shall ensure that there is adequate funding allocated to teaching and learning.
- ii. The University shall ensure that its facilities and resources are suitable for the requirements of the formulated goals and aims of the programmes that have already been approved and that they conform to NCHE guidelines and benchmarks.
- iii. Benchmarks as well as standards recommended by professional bodies.
- iv. The University shall ensure that in every semester a status report showing facilities and infrastructure is generated and disseminated. The status report must include information about the total and available space for:
 - i. Lecture and seminar rooms.
 - ii. Libraries with relevant, up-to-date texts, other books as well as accessible journals.
 - iii. Teaching aids and equipment.
 - iv. Teaching laboratories and workshops.
 - v. Computer centres, including Internet and intranet services.
 - vi. Research resources.
 - vii. Community service resources.
 - viii. Administrative staff.
 - ix. Academic staff office and reading space.
 - x. Student leadership
 - xi. Recreation space.
 - xii. The University shall ensure that there is a facilities and infrastructure improvement plan.
 - xiii. The University shall ensure that teaching and learning facilities are gender and special needs user friendly.

2.5.6 Evaluation of academic and non-academic services

Policy Statement: The University shall have a structured monitoring system to periodically collect information about the

Signature

quality of academic and non-academic facilities.

Implementation Strategies

- i. The University shall develop tools to be used for the evaluation of teaching, administrative services, facilities and equipment.
- ii. Responses from the evaluations shall be presented and discussed at Departmental, Faculty and Management levels.
- iii. Interventions will be handled at the various levels; department, faculty, management.
- iv. The University shall ensure timely feedback to all stakeholders and required remedial action is taken at the various levels

2.6 QUALITY OF TEACHING AND NON-TEACHING STAFF

2.6.1 Quality of Academic Staff

Policy Statement

- i. The University shall ensure the recruitment of competent staff to conduct the core activities of the institution, including but not limited; to teaching and learning, research and outreach
- ii. The University will put in place mechanisms to ensure career development for academic staff.
- iii. The University will put in place measures to ensure staff retention and motivation.

Implementation Strategies

- i. The University shall ensure that its Human Resources Policy has well-defined guidelines for the recruitment and retention of quality academic staff. The policy shall clearly define:
 - a) Recruitment guidelines and procedures.
 - b) Staff appraisal and promotion guidelines and procedures.
 - c) Staff development policy guidelines and procedures.
 - d) Job descriptions for teaching staff that clearly state expectations and responsibilities, including key performance indicators.
- ii. The University shall ensure that benchmarks for minimum standards, scholarly work and continuing professional

- development are clearly determined by academic units.
- iii. The University shall develop tools to assess the quality of academic staff. These shall include collecting evidence about students' experience and satisfaction levels, and conducting external comparisons.
 - iv. The University will ensure that there is a minimum staffing level of 85%.
 - v. The University will ensure that the student: staff ratio is in accordance with NCHE recommendations.
 - vi. The University shall ensure that academic staff's workloads are balanced between the following:
 - a) Teaching load.
 - b) Research supervision.
 - c) Community outreach.
 - d) Administration and services.
 - vii. The faculty shall prepare a staff status report at the end of every quarter showing:
 - a) Approved staffing positions vs current positions as per University organisation charts.
 - b) Staff qualifications, staffing gaps and gender representation.
 - c) Staff turnover, including detailed analysis of reasons for departure.
 - d) Staff training and development plans.
 - e) Staff recruitment plans and funding gaps, if any.
 - viii. The university shall put in place measures (such as additional responsibilities, facilities etc.) to encourage staff motivation and hence their retention.

2.6.2 Quality of non-teaching staff

Policy Statement: The University shall ensure that it has adequate support staff in its libraries, laboratories, workshops, administrative offices and student services centres.

Implementation Strategies

- i. The University shall ensure that its Human Resource policy has well-defined guidelines on the recruitment and retention of

hulim us

- quality non-teaching staff. The policy shall clearly define:
- a) Recruitment guidelines and procedures.
 - b) Staff appraisal and promotion guidelines and procedures.
 - c) Staff development policy guidelines and procedures.
 - d) Job descriptions for non-teaching staff and any other auxiliary staff providing services to students with disabilities clearly state expectations and responsibilities, including key performance indicators.
- ii. The University shall ensure that non-teaching staff carry out their duties in an enabling working environment.

2.6.3 Staff Development

Policy Statement: The purpose of the staff development is to link staff, their professional development and their performance to the achievement of the University's operational and strategic objectives.

Implementation Strategies

- i. The University's Human Resource department shall have a well-defined policy and guidelines on staff development for both teaching and non-teaching staff.
- ii. The University shall develop induction courses for academic and non-teaching staff; as well as on-going professional development programmes for academic and non-teaching staff.
- iii. The University shall ensure that all teaching staff undergo compulsory pedagogical and training in research skills.
- iv. The University shall provide regular training of its teaching and non-teaching staff on equity and inclusive education.
- v. The University shall ensure that all staff development plans are relevant to the curricula, its institutional requirements and its strategic objectives.

2.6.4 Peer-to-Peer Evaluation and mentorship

Policy Statement: The University shall ensure that there is periodical training in peer-to-peer evaluations for staff in all faculties and departments. The University shall ensure mentorship

of junior staff by senior University staff

Implementation Strategies

- i. The University shall develop tools to encourage peer to peer evaluation aimed at improving the quality of teaching.
- ii. The University shall develop tools to ensure periodical peer-to-peer evaluation of staff in management, administration and support.
- iii. The outcomes of the peer-to-peer evaluations shall be discussed by the relevant departments and faculties and measures for interventions sought.
- iv. Identification of University senior staff to mentor junior staff.

2.7 QUALITY OF RESEARCH, INNOVATION AND PUBLICATION

2.7.1 Research and Innovation

Policy Statement: The University shall be committed to expanding its research capacity and training staff in research skills that meet international standards.

Implementation Strategies

- i. The University shall develop a research policy in accordance to its strategic objectives.
- ii. Faculties and departments shall support development of research agendas in accordance with faculty strategic objectives and the overall University vision and mission.
- iii. The University shall promote research and innovation intended to solve community challenges.
- iv. Quality assessment of the research shall include the following:
 - a) Assessment of the capacity to perform research at the individual, department and faculty levels.
 - b) Assessment of the research's relevance to the discipline, to the University and on a local and global level.
 - c) Assessment of external research and internal funding.
 - d) Assessment of research management, findings and dissemination of findings.

hulim us

- e) Assessment of research and research training strategies to ensure they reflect international best practices.

2.7.2 Quality of Publications

Policy Statements

Given that research is one of the core functions of higher education institutions, it is therefore crucial to track an institution's research performance and dissemination of research outputs.

Implementation Strategies

- i. The University will decide on the percentage budgetary allocation devoted to research and publications and other forms of support.
- ii. The University shall monitor its research output, the number of research reports published in the relevant journals and the number of grants received for research purposes.
- iii. The University shall have an efficient monitoring system of the number of publications registered by staff, the number of research grants and the number of citation indices among others.
- iv. The University will keep records of the number of articles published in credible local and international journals and the number of books with an ISBN published by staff.
- v. The University will keep records of the number of research projects won and completed; funds earned from research projects by both the institution and its staff; and the number of patents registered by staff or the institution.

2.8 QUALITY OF COMMUNITY OUTREACH SERVICES

2.8.1 Community Outreach Services

Contemporary Universities are supposed to be leaders in the social and economic development of their communities and nations. This is one of the evidences of the relevance of their programmes and research.

Policy Statement

The University shall identify and disseminate good practices both within and from outside the institution in terms of upholding the highest standards of professionalism, ethics, gender, disability mainstreaming and equal opportunities for all students and staff.

Implementation Strategies:

The University shall;

- i. Integrate teaching, learning and research practices in its community outreach projects.
- ii. Ensure that community outreach programmes and projects focus on the community's needs and aspirations, the market and society in general.
- iii. Monitor and evaluate the quality and efficiency of outreach initiatives and activities
- iv. Participate in regional and international collaborations.

2.9 QUALITY OF STUDENT WELFARE

2.9.1 Student advice and support Services

Policy Statement: The University shall have clear principles and procedures to ensure quality services and support are accorded to the students.

Implementation Strategies

The University shall;

- i. Put in place an efficient tutoring system.
- ii. Establish a learning environment that is suitable for supporting the attainment of quality learning by the students.
- iii. Guarantee the provision of high-quality student support services. This shall include student advice and or counselling services in addition to the provision of a conducive physical environment
- iv. Shall provide gender-responsive and special needs responsive services and facilities
- v. The University will ensure provision of accessible housing and

hahim us

recreational facilities for students.

2.10 ENGAGEMENT IN EXTERNAL QUALITY ASSURANCE

2.10.1 Implementation of recommended external quality assurance standards

The University shall ensure that:

High-quality standards are established and improved as recommended by; National and regional accreditation bodies, professional bodies, External examiners, Alumni and the labour market. The quality of the following external mechanisms shall be monitored and evaluated as required by the University.

2.10.2 External Review by Accreditation Agencies

Policy Statement: The University shall ensure that all taught programmes are recognized by accreditation agencies and professional bodies.

Policy Principles

- i. The University shall observe standards put in place by NCHE and professional bodies.
- ii. The University shall periodically conduct external assessments as required by NCHE and professional bodies.

2.10.3 External Review by Professional Bodies

Policy Statement: The University shall work closely with experts to ensure professionalism of all its accredited programmes.

Implementation Strategy: The University shall observe quality assurance benchmarks and guidelines put in place by regional and national professional bodies.

2.10.4 External Examiners

Policy Statements

- i. All programmes and course units shall be moderated and examined by an external examiner.
- ii. All external examiners shall comment on the validity of

the assessment tools, the quality of student performance, the reliability of the marking process and any concerns or irregularities with respect to the observance of the University's regulations.

- iii. External examiners shall provide external and unbiased evaluations of the fairness and suitability of the University's student assessment processes.

Implementation strategies

- i. The external examiner shall verify that standards of student performance are appropriate for the particular award.
- ii. The examiner shall work with the University to uphold the high academic standards of its programmes and awards.
- iii. The University shall use the external examiner's findings and feedback to compare the academic standards of the University with those of its institutional counterparts.

2.10.5 External Peer-to-Peer Review (Inter-collegial Peer Review)

Statement about Peer to peer review:

Policy Statements: The University shall benchmark good practices with other institutions in the country and abroad.

Implementation Strategies

- i. Faculties and departments shall conduct benchmarking exercises whenever deemed necessary.
- ii. The University shall take initiatives to select the best practices for implementation.

2.11 ALUMNI AND THE LABOUR MARKET

2.11.1 Satisfaction of Alumni and the Labour Market

Policy Statement: The University shall engage and consult with Alumni and the labour Market to assess the quality of its programmes and other services.

Signature

Implementation Strategies:

The University shall;

- i. Conduct periodic graduate tracer study to collect information about the quality of its academic and non-academic services.
- ii. Establish and maintain contact with employers and the labour market to collect feedback on graduates to allow it to address any issues of concern about the employability of its graduates.

SECTION III

ESTABLISHMENT, IMPLEMENTATION, MONITORING AND EVALUATION

Busitema University is committed to the development and implementation of a formal, inclusive Quality Assurance Management System as part of its strategic plan. The management structure is influenced by the multi-campus nature of the University. The University therefore seeks to promote a creative, dynamic, inclusive and supportive quality assurance (QA) culture through development and strengthening of the Quality Assurance Directorate and Quality Assurance Committees at various levels.

3.1 JOINT QUALITY ASSURANCE COMMITTEE OF COUNCIL AND SENATE

3.1.1 Membership of the Committee

The Joint Quality Assurance Committee of Council and Senate shall provide overall approval of the implementation and effectiveness of the quality assurance strategies. The Committee comprises of the following:

- i. Chairperson (Member of Council)
- ii. Vice Chancellor
- iii. Deputy Vice Chancellor (Academic and Research)
- iv. Director, Graduate Studies, Research and Innovation
- v. 2 Council Appointees
- vi. 2 Senate Appointees.
- vii. Academic Registrar
- viii. A Representative of Student Guild
- ix. A Representative of Persons with Special Needs.
- x. A Representative of Administrative Staff
- xi. Secretariat (University Secretary and Director, Quality Assurance)

Handwritten signature

3.1.2 Terms of Reference

- i. To ensure that the University observes standards put in place by NCHE and professional bodies.
- ii. Overseeing and monitoring the effective implementation of review recommendations and the dissemination of enhancements identified in reviews.
- iii. Establish standards, review policies, monitor and evaluate quality assurance initiatives and make recommendations to Council.
- iv. Perform such other functions as assigned by Council.

3.2 QUALITY ASSURANCE, ICT AND GENDER COMMITTEE OF COUNCIL

3.2.1 Membership of the Committee

The Committee shall provide overall approval of the implementation and effectiveness of the quality assurance strategies. The Committee comprises of the following:

- i. Council Appointee (Chairperson)
- ii. Government Appointee
- iii. Vice Chancellor
- iv. Deputy Vice Chancellor (Academic and Research).
- v. Council Appointees
- vi. 1 Representative of Academic Staff
- vii. 1 Representative of Senate
- viii. 1 Representative of Student Guild
- ix. 1 Representative from the Ministry of Finance Planning and Economic Development
- x. 1 Representative of Persons with Disabilities
- xi. Local Government Representative
- xii. 1 Support Staff Representative
- xiii. Secretariat (University Secretary and Director, Quality Assurance)

3.2.2 Terms of Reference

The terms of reference of the Committee are to:

- i. Consider, review, guide policy implementation on quality assurance, gender and ICT and make recommendation to Council for approval.
- ii. Establish standards, review policies, monitor and evaluate quality assurance, gender and ICT and make recommendations to Council.
- iii. Ensure that management attends to specific quality assurance, gender and ICT recommendations.
- iv. Perform such functions as assigned by Council.

3.2.3 Tenure of Membership

The members of the committee shall serve for a period of four years and may be eligible for re-appointment. However, the student representatives shall be limited to holding office for a period of one year.

3.3 QUALITY ASSURANCE COMMITTEE OF SENATE

3.3.1 Membership of the Quality Assurance Committee of Senate

- i. Deputy Vice Chancellor (AA & Research) G
- ii. University Secretary
- iii. Academic Registrar (Secretary)
- iv. University Bursar
- v. University Librarian
- vi. Dean of Students
- vii. Coordinator Graduate School
- viii. One representative from each Faculty
- ix. Quality Assurance Officer

3.3.2 Terms of Reference

- i. To initiate, implement, and review policies on Quality Assurance
- ii. To provide guidance to staff and students on Quality Assurance issues.
- iii. To provide guidance to Faculty and Departmental quality

hulim us

- assurance committees
- iv. To liaise with external regulatory agencies
 - v. To support processes of academic development, planning to make recommendations to Senate.
 - vi. To harmonise and carry out regular appraisal of academic programmes and recommend to Senate.
 - vii. To periodically assess University outputs such as; University graduates (through tracer studies), research outputs and community outreach programmes.
 - viii. To submit annual reports to Senate
 - ix. To handle any duties assigned by Senate

3.4 MANAGEMENT QUALITY ASSURANCE COMMITTEE

3.4.1 Membership of the Quality Assurance Committee

- i. The Vice Chancellor -Chairperson
- ii. The Deputy Vice Chancellor – Academic and Research
- iii. Academic Registrar
- iv. University Secretary
- v. University Bursar
- vi. University Librarian
- vii. Dean of Students
- viii. Senior Planner
- ix. Quality Assurance Director
- x. (6) Quality Assurance Representatives from campuses

3.4.2 Terms of Reference

- i. Promote a quality assurance culture at the University.
- ii. Establish and monitor quality standards and practices.
- iii. Review and evaluate quality assurance system and procedures.
- iv. Attend to specific recommendations on QA issues as required by Council, Senate and Management.

3.5 FACULTY QUALITY ASSURANCE COMMITTEE

The Faculty Quality Assurance Committees shall comprise of; Faculty Dean, Quality Assurance Coordinator, representatives from the offices; of the University Secretary, Library, Academic Registrar, Dean of Students' Information Communications Technology, academic staff, students and Heads of Departments and student representatives.

3.5.1 Duties and Responsibilities

- i. Promote the University's quality assurance culture within the administrative system.
- ii. Establish and monitor quality standards and practices.
- iii. Periodically review and evaluate the existing QA systems and procedures.
- iv. Attend to specific recommendations from Quality Assurance, ICT and Gender Committee on quality assurance issues.

3.5.2 Tenure of Membership

The members of the committee shall serve for a period of two years and shall be eligible for re-appointment. However, the student representatives shall be limited to holding office for a period of one year.

3.6 STUDENTS' QUALITY ASSURANCE COMMITTEE (SQAC)

The Student Quality Assurance Committee shall comprise student leaders; Guild President, Academic Affairs representatives, Resident Campus Commissioners and class coordinators.

3.6.1 Duties and Responsibilities

- i. Promote the culture of quality assurance among the students.
- ii. Train and sensitise students on quality assurance processes in the University.
- iii. Represent students at quality assurance forum
- iv. Ensure that students participate in self-assessment of academic and non-academic programmes.
- v. Co-ordinate with the Quality Assurance Directorate and

hulim us

academic staff.

3.7 THE QUALITY ASSURANCE DIRECTORATE

3.7.1 Roles and Responsibilities

- i. Maintain a close working relationship with all units, academic and non-academic, on matters pertaining to quality assurance in their spheres of operation.
- ii. Train and raise awareness among students and staff about quality assurance through workshops, seminars and conferences.
- iii. Benchmark quality assurance good practices with other institutions.
- iv. Conduct routine and ongoing checking of the University's services and policies to ensure compliance with practices, standards, regulations and guidelines.
- v. Audit operational services to ensure compliance with expected standards.
- vi. Guide the University in reviewing organisational performance.
- vii. Update unit heads with new information on QA issues and supply them with the required evaluation schedules and instruments.
- viii. Facilitate unit and programme evaluations; provide unit heads with feedback on external and internal evaluation results and advise on the proper implementation of improvements as recommended by review teams.
- ix. Ensure that the units adhere to established QA procedures and carry out scheduled activities appropriately and in a timely fashion.
- x. Be a conduit between the University and the regulatory agencies and external QA agencies and professional bodies.
- xi. Organise and co-ordinate all external evaluation activities, and ultimately report to the University's management and faculties on the results of such external evaluations.
- xii. Prepare a QA manual and develop QA evaluation tools to ensure that quality is both controlled and maintained.

3.8 FACULTY BASED QUALITY ASSURANCE COORDINATORS

Terms of Reference

- i. Ensure the implementation of quality assurance initiatives at the Faculties.
- ii. Update heads of departments with new information on QA issues and supply them with the required evaluation schedules and instruments.
- iii. Prepare and present reports on Quality Assurance matters at every at every Faculty Board Meeting.
- iv. Support quality assurance initiatives at the faculties and be a conduit between the Quality Assurance Directorate and the Faculty.
- v. Train and sensitise stakeholders about internal and external quality assurance mechanisms.

3.9 VALIDITY OF THE QA POLICY PROVISIONS

The provisions in the policy shall be operational immediately upon approval by the University Council and shall remain valid until the same authority revokes them. However, given that QA is a dynamic process, this document is subject to periodic reviews and revisions, and, for the avoidance of doubt, the revised version of the document shall take precedence over any previous version.

3.10 REVIEW OF THE POLICY

In the event that any statement in the policy becomes outdated or a need arises to introduce new statements as a result of the changing academic environment, market forces or any other reason, this policy may be reviewed by the University Council as deemed necessary.

hulim us

Busitema University

Office of the University Secretary

P.O. Box 236, Tororo / 226, Busia - Uganda

Gen: +256 414 448842

Dir: +256 454 448864

Fax: +256 454 436517

Email: ar@acadreg.busitema.ac.ug

arbusitema@hotmail.com

Website: www.busitema.ac.ug