


# UGANDA CHRISTIAN UNIVERSITY

## POLICY ON QUALITY AND QUALITY ASSURANCE



A Centre of Excellence in the Heart of Africa

### Schedule

|                             |   |
|-----------------------------|---|
| Title                       | Quality and Quality Assurance   |
| Policy Lead Contact         | Director/Quality Assurance  |
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## POLICY ON QUALITY AND QUALITY ASSURANCE

Approved by Senate - 11 May 2009

Uganda Christian University strives to be a "Centre of Excellence in the Heart of Africa."

"Quality" at UCU must be evaluated in light of each facet of UCU's mission.

*Uganda Christian University is dedicated, through teaching, scholarship, service, spiritual formation, student development and social involvement, to preparing students for thoughtful, productive lives of Christian faith and service in their respective professions and places.*

This policy summarizes the different "judges" of quality, different activities that comprise quality assurance, responsible parties for quality assurance, and the process for reporting and resolution of quality problems.

### 1. WHO JUDGES QUALITY AT UGANDA CHRISTIAN UNIVERSITY?

Several judges exist as to the quality of Uganda Christian University. These include oversight bodies, councils and stakeholders, staff and our "customers" - the students. Each must be monitored for a holistic perspective on quality.

#### 1.1 OVERSIGHT BODIES

UCU is accountable to the National Council for Higher Education and other bodies that regulate or accredit programmes offered by the University. The University aims to reach the National Council's "Ideal" standards for the Mukono campus and Acceptable to Good for the Regional Colleges.

#### 1.2 UNIVERSITY COUNCIL AND THE SENATE AND THE PROVINCE OF THE CHURCH OF UGANDA

The University Charter provides guidelines for the conduct of the University Council and Senate, including membership and responsibilities.

The Church of Uganda fills several positions on the Council, and the Council provides oversight over the direction and intent of management plans and policies.

The University Senate includes representation to and from the Council and is responsible for the academic oversight of the University.

#### 1.3 PEER INSTITUTIONS

UCU should compare favourably with other Universities in its context. Periodic comparisons with 'peer' institutions that also promote quality higher education are needed. UCU could participate in programmes that benchmark indicators of quality among peer institutions.

#### 1.4 EMPLOYERS

UCU students must be prepared for 'thoughtful, productive lives of service.' Employers will know if our graduates perform to their expectations in terms of (a) character and behaviour, (b) technical skills, (b) general critical thinking and analytic ability.

## 1.5 PROFESSIONAL DISCIPLINES

Accountability within the academic discipline is a key to the success of any University. Many Universities require lecturers to carry out research and publish results - in part to validate the work of the lecturers.

Other strategies may be followed to assure quality within the discipline:

- Periodic feedback from professional stakeholders, including professional societies, recognized experts and/or scholars, and employers
- External examination and review.

## 1.6 COMMUNITY STAKEHOLDERS

The University should benefit the immediate community in which it operates, through targeted programmes and research. The University should also minimize any adverse impacts on the every day lives of people who live and work nearby its campuses.

## 1.7 OUR OWN STAFF

Our own lecturers, researchers, administrators and others in the UCU community have a role to play in evaluating quality. This can occur through a variety of strategies, including:

- Peer review within departments of curricula, course outlines, teaching, and assessment.
- Internal self assessments, e.g. using the Inter University Council of East Africa's *Roadmap to Quality* to guide self assessment
- Monitoring, reporting, and investigation with faculties and departments.

## 1.8 OUR CUSTOMERS (STUDENTS)

As a private organization we depend on having a good reputation among our 'customers' - our students and their families. Students in particular can provide feedback on the day to day running of the University and its programmes. They can evaluate lecturers. Also, the University can monitor student progress through programmes of study and identify where the University may not be performing well. Alumni are an important group to contact.

## 2. EXAMPLES OF QUALITY ASSURANCE ACTIVITIES

UCU engages in a variety of Quality Assurance activities to support its mission and programmes.

- Faculty/Department processes to assure that programmes meet stakeholder expectations
- Data collection, analysis and reporting of quality indicators
- Meetings with Class Representatives
- External Examiner system
- Workgroup and Staff Member Performance Review
- Feedback on the recruitment and retention of excellent staff
- Course evaluations by students
- Stakeholder meetings and input
- Compliance reviews according to National Council for Higher Education standards for facilities, resources, programmes and staff.
- Inter University Council for East Africa *Roadmap to Quality* and "Self Assessment" activities
- Student satisfaction surveys
- Alumni surveys
- Peer review activities
- Tracing and monitoring student progress and completion rates
- Curriculum Review follow-up.

### 3. RESPONSIBILITY FOR QUALITY ASSURANCE

#### 3.1 QUALITY ASSURANCE COMMITTEE

There shall be a Quality Assurance Committee consisting of representatives from every faculty as well as different administrative divisions. This committee shall oversee quality assurance activities. Membership of the committee shall include:

| Permanent Members   | Selected Representatives   |
|---|--|
| <ul style="list-style-type: none"><li>• Deputy Vice Chancellor for Academic Affairs (Chair)</li><li>• Director of Student Affairs</li><li>• Director of Planning</li><li>• Regional College Coordinator</li></ul> | <ul style="list-style-type: none"><li>• Faculties (one from each)</li><li>• Library</li><li>• Foundation Studies</li><li>• Estates Department</li><li>• Bursar's office</li><li>• Academic Affairs</li><li>• Dining</li><li>• Student Guild</li><li>• Class Representatives (one selected)</li></ul> |

#### 3.2 FACULTY AND DEPARTMENTAL SUBCOMMITTEES

Faculties and priority administrative departments must have Quality Assurance Subcommittees that report to the overall Quality Assurance Committee. The Quality Assurance Committee shall provide these committees with Terms of Reference, tools and guidelines for their work.

Faculty Subcommittees also implement lecturer evaluation and peer review. Peers advise the Faculty and lecturers individually for improvement of performance and quality. Line management responsibilities still fall to the Departmental and Faculty management structure.

#### 3.3 REGIONAL COLLEGE QUALITY ASSURANCE

The Regional Colleges (Constituent Colleges and other Centres that provide UCU education) must form an internal Quality Assurance committee that includes academic and administrative leaders. This committee must provide quarterly reports to the Main Campus Quality Assurance Committee, and participate in quarterly meetings.

#### 3.4 DIRECTORATE FOR QUALITY ASSURANCE

A Directorate for Quality Assurance is designated and charged with:

- Prepare quality assurance strategies and work plans
- Receive reports from subcommittees and divisions and maintain quality assurance files
- Carry out data collection, investigation, and problem solving activities
- Maintain a report of identified quality problems and track their investigation and resolution.
- Coordination of all quality assurance activities.

### 4. QUALITY ASSURANCE REPORTS AND PROBLEMS

#### 4.1 REPORTING

There shall be periodic Quality Assurance reports that compile information from different sources. Emphasis shall be on objective, verifiable information in addition to more subjective, impressionistic information. Both serve a purpose, but objective data is preferred for monitoring.

An annual "Quality Assurance Summary" shall be prepared and submitted to an appropriate board of Council, noting quality issues raised and their status.

#### 4.2 PROTOCOL TO ADDRESS PROBLEMS IN QUALITY

The Directorate for Quality Assurance shall maintain a list of "quality problems" that are identified such by the Quality Assurance Committee and ranked in priority.

High priority quality problems shall be referred in a report to the Vice Chancellor and management for delegation and follow-up.

#### 4.3 RESPONSIBILITY TO IMPROVE QUALITY PROBLEMS

Every staff member is responsible for notifying the QA committee of lapses in quality.

Any staff members who willingly deviate from accepted quality standards and norms of practice will be reviewed according to the relevant staff handbooks and policies.

#### 4.4 PERIODIC REVIEWS OF INSTITUTIONAL QUALITY

The following schedule shall also be followed.

| QA Strategy                              | Period                |
|--|-----------------------|
| NCHE Internal Audit data updates         | Annual                |
| External Examination                     | Annual                |
| Peer review                              | Annual                |
| Staff evaluation                         | Annual                |
| Workgroup performance evaluations        | Annual                |
| Student course evaluations               | Two years             |
| Alumni surveys                           | Two years             |
| Stakeholder meetings                     | Two years             |
| IUCEA Self Assessment of every programme | Three years           |
| Curriculum Review                        | Five years            |
| Administrative Review                    | Five years            |
| Indicator data                           | Annual or by Semester |