UGANDA MARTYRS UNIVERSITY

QUALITY ASSURANCE POLICY

JUNE 2013

Directorate of Quality Assurance

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ACKNOWLEDGEMENTS

PREFACE

The term "Quality Assurance" has become a common vocabulary in the global higher education management and practices. This could be attributed to the recent rapid expansion and massification of university education around the world which has diminished the traditional elitist nature of the University as an institution. With the massification of university education, questions about the relevance and efficacy of university services are inevitable.

In addition, the need to promote transparency and allow evaluation of university performance by stakeholders against the established institutional goals and objectives as elements of social accountability cannot be underestimated. This necessitates establishing internal arrangements for monitoring and continuous improvement of quality in all the University services.

The need for cross-border harmonization of quality standards in higher education justifies mandatory instituting of internal quality assurance mechanisms that would prepare the institution for external evaluation and accreditation. It is in this context that this Quality Assurance Policy for Uganda Martyrs University was conceived and developed.

The completion and use of this policy is significant in formalising, monitoring and improvement of quality assurance at Uganda Martyrs University. The policy identifies the different quality actors and what the University intends to do in order to maintain acceptable quality standards and continually improve the same in the provision of services to stakeholders.

The pivotal role of the Quality Assurance Directorate to coordinate quality assurance processes and to provide professional support in matters of quality

assurance to other units of the university is underscored. The Quality Assurance Directorate will also function as a link organ between the University and external regulatory bodies, such as the NCHE, IUCEA, ACUQA, and DAAD among others.

Proper implementation and adherence to this policy will enhance quality systems and boost quality services in research, community outreach, teaching and learning, and provision of support services at UMU. Owing to the dynamic processes of quality assurance, the policy statements and implementation mechanisms in this policy document will be reviewed and up-dated whenever deemed necessary.

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DEFINITIONS OF TERMS

Quality

Quality in Uganda Martyrs University refers to "fitness for purpose" meaning the academic programmes and non-academic activities conform to the purpose for which they were designed.

Quality Assurance

The process whereby measures are established which ensure that outcomes of academic programmes and non-academic activities are of a prescribed standard.

Quality Control

Is the process of ensuring compliance with standards and procedures set to maintain and enhance quality.

Quality Management

Quality management refers to all the processes that are in place to facilitate achievement of quality in an institution.

Quality Audit

Is the process of checking or examining to ensure that there is institutions compliance with quality assurance procedures, integrity, standards and outcomes.

Programme Review

Programme review is a process of holistic appraisal of a course/programme and resources, with a view to its further evolution and improvement.

Quality Assessment

This is external assessment by peers of the quality learning in subjects through the scrutiny of Institutional documentations, student work, direct observation, interview and reference of performance indicators.

Academic standards

These describe what is taught and learnt, how, and at what stage in a student's career. The content of the curriculum, the rate at which students are introduced to new concepts and skills, and the methods of teaching, learning and assessment used are the most important aspects of standards. External reference points such as NCHE regulations, reports from the external examiners are used to ensure that the academic standards set by the UMU are appropriate.

Accreditation

The word 'accreditation' (Latin ad + credere) means to prove something creditable and publicly acknowledge its worth in relation to external criteria. Accreditation usually refers either to an official approval of HEIs or their programmes or to the awarding of different quality labels to HEIs or their programmes.

Certification

Certification is the verification and validation of an achieved standard or status. It often includes a certificate of the standard or status achieved. The certificate can be awarded by a first party (the management of an organization), a second party (the customer) or a third party (an accredited external certifier).

Department

Department refers to both academic and non academic units whose activities have impact on quality within Uganda Martyrs University.

Evaluation

Evaluation is systematic appraisal and highlighting of value or comparison against objectives and targets, and "measurement" of performance (assessment, as in quality assessment) against set criteria.

Evaluation model or method

In the evaluation of higher education institutions, the evaluation model or evaluation method refers to an established approach comprising four components:

i. a national or other external evaluation organization;
ii. a self-evaluation;
iii. a peer evaluation, including audit visits; and
iv. a public evaluation report.

Quality culture

Quality culture includes both measures geared to improve quality and individual and collective commitment to maintaining and improving quality.

Quality enhancement

This involves working continually to make things better, however good the existing quality of provision may be.

Quality provision

This describes how well students and staff are catered for. The concept includes the quality of the delivery of the curriculum (as opposed to its content) and as

well as the quality of the learning resources and support services made available to students and staff.

Self-evaluation

Self-evaluation at Uganda Martyrs University means appraisal of her own activities, their prerequisites and outcomes. Self-evaluation is a way of collecting information on the evaluation target and a tool for Higher Education Institutions (HEIs) to improve their activities. Uganda Martyrs University shall undertake self-evaluation on her own initiative and on behalf of an external body.

Stakeholder/interest group

Stakeholders of Uganda Martyrs University are students, the students' parents, lecturers, alumni, employer, government and professional bodies and other taxpayers.

ABBREVIATIONS AND ACRONYMS

ACUQA	Association of Catholic Universities Quality Agency
CQAC	Core Quality Assurance Committee
CRC	Curriculum Review Committee
DAAD	German Academic Exchange Service
DHR	Director Human Resources
DVC AA	Deputy Vice Chancellor Academic Affairs
DVC FA	Deputy Vice Chancellor Finance and Administration
EAQAN	East African Quality Assurance Network
FQAC	Faculty Quality Assurance Committee
IUCEA	Inter University Council for East Africa
HRK	German Rectors' Conference
NCHE	National Council of Higher Education
PRO	Public Relations Officer
QA	Quality Assurance
QAD	Quality Assurance Directorate
QAOs	Quality Assurance Officers
RD	Research Directorate
SQAC	Students' Quality Assurance Committee
UMU	Uganda Martyrs University
UUQAF	Ugandan Universities Quality Assurance Forum
VC	Vice Chancellor

CHAPTER ONE

INTRODUCTION

1.1 Background of Uganda Martyrs University

Uganda Martyrs University was opened in October 1993 with 84 students and two academic departments: the Institute of Ethics and Development Studies and the Faculty of Business Administration and Management. Today, the University consists of seven Faculties, one Institute, three schools, four campuses and five departments. The University also has over ten institution affiliated to UMU for their award. As of June 2013, total student enrollment is 4889. Of these, about 55% are enrolled in UMU's distance learning programs and 45% are on fulltime and part time programmes. The number of staff members is about 300.

1.2 Vision of Uganda Martyrs University

To be a university that is nationally and internationally recognized for excellence in research and the advancement of knowledge and community engagement.

1.3 Mission of Uganda Martyrs University

To provide quality higher education, training and research for the betterment of society guided by ethical values.

1.4 Objectives of Uganda Martyrs University

Uganda Martyrs University is inspired by the principle of commitment to provide education with a difference, which is embedded in ethical principles, will change the state of affairs in Uganda and beyond and enable UMU to play the role of a mediating institution. Thus, as an institution of higher learning:

1. To provide high quality education that will prepare students for their future fields of occupation and service;

2. To cultivate and promote disciplines and specializations within the context of the knowledge of Christian principles by continually revising the academic and outreach programmes;

3. To encourage the development of individuals of democratic character, virtue, intellect, creativity, self-criticism, wisdom, skill, integrity, acumen, leadership, entrepreneurship, and self-reliance;

4. To facilitate the pursuit and dissemination of knowledge and research for the betterment of life in Uganda in particular and for all humankind in general, in a way, which will contribute to the economy of the country and to the preservation of our cultural heritage and environment;

5. To promote service outreach to the community, especially the vulnerable, poor, and marginalized;

6. To create an academic community characterized by the non-negotiable values of solidarity, justice, and respect of the other.

CHAPTER TWO

VISION, MISSION, OBJECTIVES, STATEMENTS AND ASSUMPTIONS OF QUALITY ASSURANCE DIRECTORATE AT UGANDA MARTYRS UNIVERSITY

2.1 Vision

To promote efficient planning, management and provision of quality services in order to achieve excellence nationally and internationally.

2.2 Mission

To strengthen, consolidate and maintain Total Quality Assurance in Uganda Martyrs University.

2.3 Policy Objectives

The main objective of the Quality Assurance Directorate shall be to assist in setting up, maintaining and improving the quality and standards of research, teaching, scholarship, , and service to the community.

2.3.1 Specific objectives

i. To safeguard and improve the academic standards and quality of education at the University;

ii. To provide guidance in development and implementation of internal and external quality assurance procedures and practices;

iii. To plan for regular peer review activities and ensure that the quality of academic programmes and non-academic services meet expectations of the stakeholders;

iv. To ensure that graduates attain skills, knowledge and ethical values that are of value to stakeholders;

v. To provide guidance in identifying internal and external quality standards and criteria that are consistent with nationally and internationally recognized standards;

vi. To promote the integrity of the academic awards of the University;

vii. To continually improve quality of community service programmes offered by the University;

viii. To enhance constant improvement of internal support services provided to students and staff;

ix. To develop and sustain a culture of quality seeking and quality assurance among members of the university community;

x. To sensitize and facilitate development of a culture of continuous quality improvement to achieve academic and non-academic excellence;

xi. To enable us identify areas of strength as well as areas of weaknesses for continuous improvement in the short, medium and long-term;

xii. To strengthen the independent role played by the Quality Assurance Directorate in all activities of UMU;

xiii. To write report on routine data on evaluation of teaching and learning by students;

xiv. To sensitize and monitor UMU campuses and affiliated institutions on Quality Assurance issues;

xv. To offer guidance to academic units in aligning UMU's programmes to the expectation of the stakeholders;

xvi. To organize and offer training to UMU staff and affiliated institutions on QA issues;

xvii. To design a quality performance reward system;

xviii. To draft a roadmap to the UMU we want.

2.4 Scope of UMU Quality Assurance Policy

This policy is a product of interactions of many factors and it covers all major units and operations of the university that include:

i.   All Faculties, Institutes, Schools, Campuses, Affiliated Institutions, academic and administrative departments, and other institutional structures operating under the umbrella of Uganda Martyrs University;

ii.   Both permanent and temporary staff, who are active in research, teaching, and community outreach services on behalf of the University;

iii.   All students registered with Uganda Martyrs University;

iv.   All infrastructure, learning resources, governance and institutional set up, information dissemination structures and social amenities belonging to Uganda Martyrs University;

v.   The entire institution has to view quality as an overarching principle of all its operations and as an embedded feature of the institutional culture.

2.5 Policy Statements

Policy Statements have been considered in terms of; policy plan, research, community engagement, teaching and learning, funds and financial management, human resource, welfare services, quality assurance and benchmarking, and stakeholders' satisfaction.

2.5.1 Policy Plan

UMU shall ensure that

i.   its mission and vision statements are publicly known;

ii.   it has a strategic plan which is in line with its vision and mission.

2.5.2 Research

UMU will ensure that

i.   the research policy is adhered to;

ii.   it has clear research agenda;

iii.   support is provided to scholarly research;

iv.   there is commitment to the highest professional research ethics.

2.5.3 Community Engagement

UMU will ensure that policy on outreach activities is in place and adhered to.

2.5.4 Teaching and Learning

UMU will ensure that

i.   academic programmes are periodically reviewed to improve quality and meet the stakeholders' demand;

ii.   there is formal mechanism for initiating and approval of new academic programmes;

iii.   stakeholders are involved in the process of curriculum review and establishment of new programmes;

iv.   it regularly adopt and adapt modern technology;

v.   students' admission criteria are strictly adhered to;

vi.   students' are effectively taught and assessed;

vii.   tracer studies are done to inform programme development and review.

2.5.5 Funds and Financial Management

UMU will ensure that

i.   it mobilizes adequate financial resources to cater for the achievement of its goals and objectives;

ii.   it has a reliable financial management system that is adhered to.

2.5.6 Human Resources

UMU will ensure that

i.   it has qualified academic and administrative staff with clearly defined responsibilities;

ii.   it has a clear human resource development plan;

iii.   it promote enhancement of professional ethics for both staff;

iv.   it has a clear appraisal and promotion policy.

2.5.7 Welfare Services

UMU shall

i.   establish clear staff motivation and incentive scheme;

ii. put in place clear and workable policies regarding staff housing, transport, and health and safety;

iii. allow staff to establish an operational Staff Association.

2.5.8 Quality Assurance and Benchmarking

i.   UMU shall institute an efficient internal quality assurance system;

ii. UMU will promote benchmarking for comparison of the services provided with other universities in Uganda and outside.

2.5.9 Stakeholders Satisfaction

UMU will ensure that it has a structured and transparent method for obtaining feedback from stakeholders.

2.6 Policy Assumptions

UMU Community (staff and students) are expected to accept individual and collective responsibilities for the quality of their own work and follow the Quality Assurance Policy.

The success of UMU Quality Assurance Policy will depend on the following assumptions: that

i.   Management is committed to provide support to enhance smooth implementation of the policy;

ii. Quality Assurance Directorate is in place and smoothly functioning;

iii. All staff are informed and committed to QA policy implementation;

iv. Staff attitudes are quality conscious;

v.   Funds are disbursed timely for all university operations;

vi. Students are informed and committed to QA policy implementation.

2.7 Expected Benefits of Quality Assurance Policy

It is expected that effective implementation of this policy will yield to:

i.   Improved work performance of academic and non academic staff;

ii.   Improved student performance and success in learning;

iii.   Improved satisfaction of society's and stakeholders' expectations and needs;

iv.   Improved institutional public image and enhanced relations with stakeholders;

v.   Enhanced capacity to compete with other higher learning institutions nationally, regionally and globally;

vi.   Focused approach to the implementation of the university's mission activities.

CHAPTER THREE

PRINCIPLES AND FOCUS OF QUALITY ASSURANCE POLICY AT UGANDA MARTYRS UNIVERSITY

3.1 Principles

The Uganda Martyrs University acknowledges that:

i. Quality assurance extends beyond the realms of lecture rooms, curricular and academia;

ii. All the administrative, academic and support staff are collectively responsible for maintaining and enhancing the quality of its academic programmes and non-academic activities for improving the quality;

iii. There is student involvement, participation and regular formal assessment and feedback in programme development, monitoring and review;

iv. Programmes of study and quality assurance mechanisms are subject to internal and external peer evaluation and review, involving consultation with learners, alumni and other stakeholders;

v. Quality of academic programmes and non-academic activities will be judged based on a collection of evidence, from students, lecturers, alumni, employer, government and professional bodies, and not on any single piece of evidence;

vi. It is important to seek the opinion of students, alumni, other stakeholders and external quality assurance agencies, NCHE, UUQAF, DAAD, HRK, ACUQA, IUCEA, Ministry of Education and Sports, professional body with a view to continuously monitor the effectiveness of its quality assurance procedures.

3.2 UMU Quality Assurance Focus

UMU will focus on both internal and external quality assurance.

3.2.1 Areas for Internal Quality Assurance

The following areas for internal quality assurance are described:

a. **Quality of Programmes and Courses**

Assessment of quality in the design and implementation of programmes and courses shall ensure that well-qualified staff members carry out such activities, which are based on the guidelines and procedures approved by Senate and NCHE and other regulatory bodies.

b. **Quality of Academic Staff**

Assessment of quality in academic staff shall include expectations with regard to qualifications, teaching, research and publications, outreach and continuing professional development.

Benchmarks for minimum qualifications, teaching, research and publications, outreach and involvement in continuing professional development activities shall be determined by academic units.

Guidelines and procedures for recruitments, appointments and promotions shall be considered based on what is stated in the UMU Human Handbook (2013).

c. **Quality in Teaching and Learning**

Assessment of quality in teaching and learning shall cover the following areas:

i. Implementation of NCHE regulations on standards;
ii. Adherence to or improvement of the minimum requirement of courses of study developed by the NCHE;
iii. The design, content, duration, contact hours and assessment of what is taught;

iv. Use of well established tools such as the Head of Departments, Associate Dean, Dean, Peer assessment and student assessment of courses and teaching;

v. Relevance of what is taught to the community, the job market and the nation;

vi. Methods of examining or assessing of students, including examination regulations and awards;

vii. Quality of graduates, if necessary measured against the quality of entering students;

viii. Appeal mechanisms for students to challenge their results;

ix. Protection of unique and professional programme against general policies that may not apply to all disciplines;

x. Teaching portfolios and peer review;

xi. Assessment level of student engagement in the teaching and learning experience, research and outreach activities.

d. Quality in Student Assessment

Quality assurance mechanism for determining quality of student assessments, both continuous and final shall be developed. In the absence of external examiners, departments shall develop systems that are coherent with the QA framework approved by Senate. These shall include a minimum of internal moderation procedures that ensure validity of student assessment and reliability of marking, and a maximum of external examination.

e. Quality in Supervision of Postgraduate Student

The School of Post Graduate Board shall be the University body concerned with the assurance of quality of post graduate degree programmes across the

University. The School of Post Graduate is the unit with responsibility for day-to-day administration of post graduate student affairs in consultation with the relevant UMU Faculties. The supervisory arrangements shall be at Faculty level but the following should be adhered to:

i. The School of Post Graduate Studies should organize the generic skills training programme for post graduate students.

ii. Supervisors should be identified and allocated in time.

iii. Both supervisors and supervisees should be guided by the content of the school of Post Graduate handbook.

iv. Expectations, roles and responsibilities of graduate students and supervisors should be made clear.

v. Supervisors should be readily accessible to their students and regular monitoring and feedback should be ensured.

vi. Student-supervisor relationships should be professional.

vii. Intellectual debate and challenge should be encouraged.

viii. Supervisors should be mentors.

ix. Issues of Plagiarism should be made clear to the students.

x. Conflicts should be resolved at the lowest level possible if any.

xi. Continuity is important in graduate supervision.

xii. Alternative supervision should be available in case it is deemed necessary.

xiii. Students have substantial responsibilities for managing their own graduate academic work.

f. Moderation of Examinations

UMU shall establish a systematic mechanism for the internal and external moderation of examinations. Guide(s) for examinations and coursework moderation; and external examiners will be developed and followed (Appendix 1).

g. Examinations Monitoring

UMU shall establish a systematic mechanism for monitoring examinations at all her campuses. A standard examination monitoring tool shall be employed and administered by the Chief Invigilator on behalf of the invigilation team.

h. Internal and External Examiners

UMU shall establish a Board of Examiners consisting of internal and external examiners for each programme offered.

The Board of Examiners shall determine whether a candidate has successfully completed or failed an examination on the basis of the pass mark.

i. Students' Evaluation of Teaching/Learning

All instructors, lecturers or professors at Uganda Martyrs University shall be assessed by the students in a standardized format mid-semester and at the end of such a course. Students shall assess academic staff performance to help individual staff to address his/her weaknesses. It can also help to improve teaching through the improvement of content and professional development.

The Faculty/Institute/School/Department's Administrators of an academic department shall collect, and submit filled-in evaluation forms to QAD for analysis and evaluation of students' assessments and then hands them to Dean/Head of Department who discusses the assessment report with the subject instructor/lecturer. The evaluation report of Deans/Directors/HoDs shall be handed to the DVC AA to discuss with the concerned staff.

Director Quality Assurance shall use the analysed lecturers report after formal approval and publications of the results to inform management,

academic units and service departments on areas of strengths as well as areas of improvement.

j. Quality in Support Services

Assessment of quality in the academic support services provided to Faculties/Schools/Institutes and departments including record keeping and attention to process as it relates to academic excellence; shall be included in the framework for quality assurance.

k. Quality of Resources and Facilities

Assessment of quality of resources and facilities shall include measures of the availability and appropriateness of lecture rooms, library, book banks, ICTs, laboratory or practical facilities and equipment, halls of residence, dining hall, kitchen, sports facilities, staff housing, vehicles, etc.

l. Institutional Assessment

Uganda Martyrs University in a bid to promote quality assurance has a practice of conducting internal institutional self-assessment which is externally reviewed in response to NCHE and ACUQA requirements.

m. Quality of Research and Publication

In order for UMU to keep an outstanding national and international reputation in research and publication, it must be committed to maintaining and expanding its research capacity to achieve research and research training of national and international distinction. Quality of research shall include the following:

i.   Capacity to perform research at individual and Faculty/Institute/ School/department levels;

ii.   The relevance of research to the objectives, vision and mission of Uganda Martyrs University;

iii.   Availability of external and internal research funding;

iv.   Quality of research findings and dissemination;

v.   Assessment of research and research training strategies whether they reflect national and international best practices;

vi.   Integration of research into teaching and learning;

vii.   Availability of research guideline;

viii.   Publications and co-publications of research findings as monographs, books, book chapters and articles in Peer reviewed journals;

ix.   Organising annual research dissemination conference;

x.   Establishing a documentation and publication center.

n. Programme Review Process

A programme shall be reviewed between every three to five years, or depending on the duration of the programme. In consultation with the Deans/Directors and Associate Deans/Directors, the Core QA team and Curriculum Review Committee shall select and recommend the programs to be reviewed.

A programme review shall feature both quantitative and qualitative analysis. The quantitative analysis consists of gathering and analyzing numerical data related to the programme. These data are reported in the self-assessment report. The qualitative analysis shall be in two parts: a self-assessment completed by programme representatives from the Faculties/Institutes/Schools/Departments and assessment report by an external peer review team that scrutinizes and validates the self-assessment. With a balance between quantitative and qualitative

analysis, the program review process can ensure accountability and fairness.

o. **Purpose of Programme Review**

The primary purpose of a programme review is to evaluate five aspects of a program;

- Quality;
- Resource use;
- Contribution to the objectives, mission and vision of Uganda Martyrs University;
- Adaptability and
- Transferability and recognition of qualifications.
- Additionally, the programme review process is needed for seeking accreditation and re-accreditation.

p. **Implementation of the Quality Assurance Policy**

The policy provides a general guide to the process of monitoring and evaluating quality in all aspects of Uganda Martyrs University operations. The policy assumes that all the units, academic and non-academic shall continually review quality standards in all fields of operations. The tasks of the Core Quality Assurance Committee (CQAC) is to constantly monitor the extent to which Uganda Martyrs University achieves the standards it has set for herself, and to advise and guide on ways of improving quality at both institutional and units levels. The CQAC shall continually execute this task using appropriate evaluation measures. It is the duty of the CQAC to periodically develop and review these evaluation instruments with a view of ensuring that they are capable of capturing sufficient evidences to show to what extent UMU is achieving its set quality standards in all her spheres of operations.

The participatory nature of the QA structure is critical and shall be reflected in the composition of all Uganda Martyrs University committee and task forces, and proposals written for funding at Uganda Martyrs University.

The available expertise and leadership in each department shall be exploited when identifying the leaders of teams, for example, where possible Professors, Associate Professors or where necessary, senior lecturers in good standing may be used in key positions.

The direction and support provided by the Uganda Martyrs University leadership, management and Quality Assurance Directorate is critical to operationalising the policy.

CHAPTER FOUR

POLICY IMPLEMENTATION AND REVIEW

4.1 Policy Implementation

It is a responsibility of all University organs to ensure effective and efficient implementation of quality assurance system. These key university organs include but are not limited to; The Uganda Episcopal Conference, The University Governing Council, Chancellor, Vice-Chancellor, Deputy Vice Chancellors, the Registrar and any other organ or officials of the University upon whom authority may be conferred. The following are the responsibilities of some of the organs within the University:

4.1.1 The Uganda Episcopal Conference

The Conference being the owner, shall have and enjoy supreme authority in the affairs of the University. In ensuring quality, the Conference shall appoint competent officers of the University as is provided for under Charter.

4.1.2 The Governing Council

The UMU Charter specifies that the Council is the governing authority of the University through the appointments it makes, the structure it establishes, directives it gives and the resources it allocates. Therefore, the council has ultimate responsibility for quality of research, community outreach, teaching and learning, and support services within the University.

4.1.3 The Senate

The University Senate is the top 'judiciary' of the University. By virtue of its function, the University Senate is the custodian of best quality assurance practices and standards through reviewing of programme and curriculum.

The assessors therefore would like to establish with documented evidence how often the University convenes.

4.1.4 The Chancellor

The Chancellor is the titular head of the University and shall, in that capacity, confer all degrees and grant all diplomas, certificates and other awards of the University; and has the right, from time to time, to direct an inspection of the University or an inquiry into the teaching, research or any other activity carried out in or at the University. The Chancellor at any time can visit the University and give advice to any University authority as he may deem proper for the quality benefit of the University.

4.1.5 The Vice-Chancellor

The Governing Council delegates the day-to-day overall responsibility for quality assurance to the Vice-Chancellor who is the Chief Executive Officer of the University. Therefore, the Vice-Chancellor has overall responsibility of ensuring effective and efficient designing, implementation and monitoring of quality assurance activities within the University.

4.1.6 The Deputy Vice Chancellors

Deputy Vice Chancellors (DVCs) are responsible and accountable to the Vice Chancellor on issues regarding the quality of research, community outreach, teaching and learning, finance, administration and development of support services within the university. The Deputy Vice Chancellor Academic Affairs (DVC-AA) is responsible and accountable to the Vice Chancellor on issues regarding the quality of research, community outreach, teaching and learning; whereas Deputy Vice Chancellor Finance and Administration (DVC-FA) is responsible for finance and development and support services within the University.

4.1.7 The University Core Quality Assurance Committee

There shall be a Core Quality Assurance Committee appointed by the Vice-Chancellor. The Committee shall report to Management and Senate.

a. Composition of the Core Quality Assurance Committee

The quality assurance core team shall be composed of the following officers:

- The DVC (AA) as the Chairperson;
- Director, Quality Assurance;
- Director, Human Resources;
- Dean of Students;
- Two Senior Academic Staff;
- Quality Assurance Officer(s);
- Administrator, Quality Assurance;
- Representatives from Finance/Accounts;
- Student Representative/Secretary of Education.

b. Roles of the Core Quality Assurance Committee

The Committee shall be responsible for:

- Internal Quality Assurance by monitoring, evaluating and suggesting improvements to existing programmes;
- External Quality Assurance by benchmarking, auditing and assessing the University's programmes as compared to those of other Universities;
- Spearheading the accreditation of the University's programmes and assisting the various Faculties/Institutes/Schools and/or Departments to attain and maintain standards for accreditation and re-accreditation;

- Monitoring and ensuring that standards in all administrative and service units are of high quality and fit for purpose that they were established to serve.

4.1.8 Institutional Quality Assurance Committee

The overall objective of Institutional/Internal Quality Assurance Committee is to assist in setting up, maintaining and improving the quality and standards of research and publication, teaching/learning, and services to the community in Uganda Martyrs University and to ensure that they measure to national and international standards.

Composition of the Institutional Quality Assurance Committee

The Institutional Quality Assurance Committee shall be composed of the following officers:

i. Director, Quality Assurance (Chairperson)
ii. Faculty/Institute/School/Departmental Representatives
iii. Staff of Quality Assurance Directorate.

4.1.9 Faculty/Institute/School/Department Quality Assurance Committee

The overall objective of Faculty Quality Assurance Committee is to set up, maintain and improve the quality and standards of teaching/learning, research and publications and services to the community in the respective Faculty and to ensure that they measure to institutional, national and international standards.

The Faculty/Institute/School/Department Quality Assurance Committee (FQAC) shall:

i. Identify and recommend academic programmes and services for assessment;

ii.   Ensure that self assessment of programmes are done periodically;

iii.   Ensure that teaching and learning are evaluated by students;

iv.   Ensure that students evaluation of staff are analysed and feedback given to staff, students and a copy of the evaluation report submitted to the office of DHRs, DVC AA and to the respective Faculty Deans/Directors;

v.   Ensure that students do their self evaluation;

vi.   Ensure that standard examinations are set and moderated;

vii.   Ensure that there is consistency in the formats of examinations;

viii.   Ensure that there are clear terms of references for the external examiners;

ix.   Ensure that external examiners' reports are analysed for purposes of improving quality of teaching and learning;

x.   Liaise with the curriculum review committee at the faculty/Institute/ school levels to ensure programme review at regular intervals;

xi.   Assess the quality of facilities and services and make recommendation for purposes of improvements;

xii.   Monitor progress of improvement plans and report to Quality Assurance Committee of Senate;

xiii.   Plan and budget for quality assurance;

xiv.   Work hand-in-hand with the QA Coordinator;

xv.   Staff are available for consultation with students outside classes;

xvi.   Staff engage in tracer studies in liaison with QAD;

xvii.   Ensure that Mid semester and End of semester Evaluation of teaching and learning is done objectively and timely.

4.1.10 Curriculum Review Committee

The overall aim of the Curriculum Review Committee is to oversee the development of new programmes and promote periodic review of current academic programmes.

a. Composition of the Curriculum Review Committee

The Curriculum Review Committee shall be composed of DVC AA (Chairperson), Registrar, Associate Deans and Heads of Departments in academic units. Director QAD, Quality Assurance Officer(s) and Representatives from autonomous campuses and affiliated institutions shall be co-opted Committee members.

b. Roles of the Curriculum Review Committee

At the Faculties/Institute/Schools/Department levels, the Curriculum Review Committee (CRC) shall:

i.   identify and recommend programme due for review periodically;
ii. vet all new programmes and advise the Faculty/Institute/School/ Department Board;
iii. propose new programmes;
iv. harmonise existing programmes to avoid duplication;
v.   align the course units to the programme objectives/outcomes;
vi. check that each programme is appropriately weighted;
vii. check and advise staff on design of course outline;
viii. review and take action regarding changes on curricular;
ix. advise faculty board on outdated course/programmes.

4.1.11 Administrative/Support Services Quality Assurance Committee

The key administrative units rendering support services at UMU that are deemed to establish and maintain functional quality assurance

committees include; Research Directorate, Library, Finance and Accounts, Estates, Stores, ICT, Human Resources and the Registry.

a. Research Directorate

In a bid to promote quality research, the Research Directorate (RD), shall:

i. Encourage staff to engage in research and publication;
ii. Keep record of the research and publication of staff;
iii. Participate in the annual research conference;
iv. Engage staff and students in research and knowledge generation;
v. Identify other internationally recognised peer reviewed journals and publish in them;
vi. Organise training for researchers in proposal writing, academic writing and publishing, designing data collection tools and data analysis;
vii. Ensure that articles for publications meet national and international standards;
viii. Ensure that there are clear guidelines of evaluating research proposals for funding;
ix. Ensure that the proposal writer receives written communication on the decision of the proposal review committee;
x. Liaise with academic and service departments on issues of research.

b. Library Department

In order for the library staff to ensure provision of quality services, the department shall:

i. Ensure that all library users have easy access to information and reading materials;
ii. Users are informed of the available resources especially recent arrivals;
iii. Provide orientation to library users about their services and use;

iv. Clear opening and closing times and borrowing procedures;

v. Avail equipment to enable users to access and use information from internal and external sources;

vi. Ensure that relevant up to date text and journals are available and easily accessible;

vii. Sensitise users on the use of library portal/website;

viii. Ensure that the library facilities are kept clean;

ix. Liaise with academic units in the process of acquiring new books journals;

x. Publish tittles of new arrivals in the library.

c. Finance and Accounts Department

The Finance and Accounts department to provide quality services shall:

i. Guide all Faculties/Institute/Schools and departments to make budgets according to planned priorities;

ii. Put in place a system of finance control and methods of accountability for internal and external purposes;

iii. Prepare performance reports for faculties/institute/schools and departments before the next budget;

iv. Ensure that validation of all UMU inventories are carried out annually;

v. Ensure safe custody of all university assets;

vi. Handle procurement processes timely;

vii. Reconciled students' finance records are timely;

viii. Ensure timely feedback and communication to staff about action taken on requisition and claims;

ix. Ensure that all UMU assets and human resources are insured;

x. Ensure that information on budget performance appraisal (cash flows) are provided to UMU management on quarterly basis;

xi. Ensure timely payroll and payment of salaries;

xii. Ensure that financial statement, balance sheets, profits and debts are reconciled on quarterly basis;

xiii. Prepare vouchers for accounting transactions with receipts promptly;

xiv. Ensure that proper accounting records are in place to facilitate internal and external audit;

xv. Liaise with the procurement and assets disposal committee to ensure timely handling of procurement processes;

xvi. Conduct billing of all university debtors and ensure prompt settlements of dues;

xvii. Monitor financial activities of all university projects.

d. Estates Department

The Estates departments in a bid to offer quality services shall:

i. Ensure that the water used for consumption is clean, safe and free from contamination;

ii. There is water reservoir and other storages facilities in place;

iii. Timely servicing and maintenance of the water pump and generator;

iv. Have a wastewater collection, treatment and disposal system;

v. Prepare water drainage system to avoid having stagnant water;

vi. Do regular check up and repairs of infrastructures and facilities, motor vehicles at UMU and other university campuses;

vii. Ensure that the generator and fire extinguishers are regularly maintained;

viii. Ensure that all UMU lands are surveyed;

ix. Ensure that UMU environment and facilities are clean;

x. Liaise with finance to ensure prompt payment of utilities bills.

e. Stores Department

The Stores department shall ensure that quality services are maintained by:

i.   Providing adequate stock in store for daily operations;

ii.   Ensure timely replacement of stock to avoid stock out;

iii.   A standby vehicle for distribution of supplies to the user departments;

iv.   Liaise with the estates department for verification of quantity and quality of items purchased for stock;

v.   Ensure that all the available stock in UMU stores are recorded;

vi.   Stock taking is done regularly and advise on stock to be disposed off (Identify items or assets to be disposed off);

vii.   Verify that goods purchased are of high quality and has value for money;

viii. Liaise with the user departments in determining supplies and obtaining quotations with procurement committee;

ix.   Ensure that due procedures are followed in receiving stock and issuing stock to user departments;

x.   Make sure that goods received are inspected for correct quantity, quality and that the specifications are those set by the user department;

xi.   Liaise with the Procurement and Assets Disposal Committee in revising and updating the list of suppliers based on their conduct of performance.

f. ICT Department

To ensure quality service to UMU community, the ICT Department shall:

i.   Ensure that the accessories procured are of the right specifications;

ii.   Ensure regular maintenances of software and hardware;

iii.   ICT facilities for UMU are put in place and are well managed;

iv.   Users of ICT facilities are knowledgeable of how to operate them;

v. Ensure regular updates of UMU websites;

vi. Ensure that the intranet, internet, intercom and telephones are functioning;

vii. Ensure that there is a centralised database system to minimize risk of loss or manipulation of information by unauthorized personnel;

viii. Ensure that there are clear policies to govern the operations of the department and use of IT.

g. Registry Department

The registry department in an effort to ensure quality services shall:

i. Liaise with the Faculties/Institutes/Schools to ensure that students admissions are done in accordance with the guidelines and requirements stipulated in the academic handbook;

ii. Liaise with the Faculties/Institute/Schools to ensure that students' data is captured;

iii. Liaise with Faculties/Institutes/Schools to ensure that continuous assessments are done regularly;

iv. Liaise with the Faculties/Institutes/Schools to ensure that standard examinations are set;

v. Ensure that examinations papers are handled with confidentiality;

vi. Marks distribution for course works and examinations are done in accordance to the guidelines in the academic handbook;

vii. Ensure that Faculties/Institutes/Schools have updated information about grading systems;

viii. Ensure that the administrators produce results in GPA and CGPA;

ix. Liaise with the Deans/Directors to ensure that students receive results letters timely;

x. Work hand in hand with the administrators to ensure that time-table and venues for examinations are well prepared;

xi. Ensure strict observance of the examinations regulations without partiality;

xii. Examination scripts that have been stored are sorted out and disposed off after seven years;

xiii. Ensure that marks are handled with high integrity;

xiv. Ensure that the academic handbook is revised after every three years;

xv. Ensure that teaching/learning and services offered in the other UMU campuses are of high quality;

xvi. Ensure timely planning and organisation of the graduation ceremony;

xvii. Liaise with the Public Relations Office (PRO) to ensure that;

    a. there is a strong link with Alumni Association,

    b. the alumni data base is updated annually,

    c. Almanac is formulated timely.

h. Directorate of Human Resources

The Directorate of Human Resources (DHR) in a bid to ensure that quality services are offered in UMU shall ensure that:

i. The employment procedures of recruitment, appointment and promotion are adhered to without partiality;

ii. An updated staff data base is maintained;

iii. Safe custody of staff documents and confidentiality in handling documents;

iv. New staff are inducted into UMU, the surrounding and the job;

v. On promotion, old staff are oriented into the new job expectations and demands;

vi. Working hours are adhered to;

vii. There are clear policies on promotions and that promotion is based on merit;

viii. Staff development and training is done in accordance to planned priorities;

ix. Schedules for annual leave are well planned;

x. On retirement after completing a minimum of five years an employee shall receive terminal benefits;

xi. All employees of UMU effect proper handover of office properties prior to exit from service or delegation of responsibilities or change of office;

xii. Employee who consistently demonstrates exemplary performance, conduct and contribution to UMU's operation is awarded without partiality;

xiii. Staff receive and study UMU policies (Staff development and promotion, personnel handbook, statute and health insurance);

xiv. Salaries and wages are harmonized;

xv. Liaise with the Faculties/Institute/Schools to develop a staff establishment;

xvi. Liaise with the faculties/Institute/schools in sort listing prospective staff for recruitment;

xvii. Outgoing staff are given exit interview;

xviii. Staff welfare is taken care of;

xix. Health, safety and security of staff is taken care of;

xx. There is zero tolerance to all sorts of harassment;

xxi. There is timely feedback and communication to staff;

xxii. Personnel handbook is amended from time to time.

i. Staff Members

It is the responsibility of all staff to ensure quality in their duties. Staff are also expected to cooperate with assessors during internal and external programmes and institutional assessment.

j. Students' Quality Assurance Committee

The Students' Quality Assurance Committee (SQAC) shall:

i. Sensitize students on the importance of evaluating teaching and learning;
ii. Liaise with the class representatives to ensure that students evaluate teaching and learning;
iii. Ensure that students participate in self assessment of academic programmes periodically;
iv. Ensure that students participate in Institutional assessment periodically;
v. Liaise with class representatives to ensure class attendance;
vi. Assess the quality of facilities and services and make recommendation for purposes of improvements (library, ICT, kitchen, compound, halls of residences, etc);
vii. Collect data on issues of quality assurance in both academic and non-academic units;
viii. Participate in internal and external quality assurance matters (data);
ix. Work hand-in-hand with other student leaders to ensure that quality services are offered in the different departments;
x. Liaise with QAC at the academic and non-academic units;
xi. Liaise with the QA Coordinating Office (Directorate).

k. Students

All students are expected to actively participate in quality assurance as a prerequisite for good learning outcomes and for effective quality

enhancement within the University. Particularly, students shall participate in evaluating the quality of teaching and learning, and support services rendered to them by the university.

4.2 The Staff Union

UMU Charter permits the existence of the Staff Union and its leadership has a representation at Senate and Governing Council. It is the duty of the staff union to foster the interests of the staff and link the staff the university management.

4.3 Policy Review

In the circumstances that any statement in the policy provision is outdated or a need to introduce new statements arises as a result of the changing university operations, or market demand or directives from the regulatory bodies, or any other reason seen crucial to quality assurance at UMU, such statements may be modified or included as guided by UMU Management and Senate.

CHAPTER FIVE

UGANDA MARTYRS UNIVERSITY QUALITY ASSURANCE DIRECTORATE

5.0 Preamble of the QA Unit at UMU

The QA Unit at UMU was established in 2008 with two part-time staff. One was acting QA Coordinator and the other as an Administrator/Editor. The QA Unit acquired office space in 2009 and was equipped with some desirable office equipment.

In 2010, the QA Unit obtained a Directorate status and two new full-time staff were employed to run the Directorate. They included a Director and an Administrator. In March 2012, the Director resigned and Management re-appointed the former part-time staff to resume with QA activities. At the moment, the QA Directorate has a full time Administrator, part-time Director and QA Officer.

5.1 Functions of Quality Assurance Directorate

The QA Directorate at UMU is mandated to ensure:

i.   Improved and sustained quality in academic programmes;
ii.   Quality of staff is enhanced;
iii.   Quality in teaching and learning is improved upon;
iv.   Quality in support services is enhanced;
v.   Quality of resources and facilities continuously improve;
vi.   Quality of research and publication is maintained high;
vii.   Quality in community engagement services continuously improve.

For effective execution of QA activities, the QAD shall work hand in hand with the established QA structures presented in Chapter Four which include:

- The Core QA Committee of Senate

- Institutional /Internal QA Committee

- Curriculum Review Committee of Senate

- Faculty/Departmental QA Committees

- Students' QA Committee.

5.2 Composition of the Quality Assurance Directorate

The Quality Assurance Directorate (QAD) shall have the following personnel for effective and efficient (quality) delivery of services:

i.   Director, Quality Assurance

ii.   Associate Director, Quality Assurance

iii.   Quality Assurance Officers

iv.   Administrative Staff.

5.2.1. Director Quality Assurance Directorate

Roles of the Director Quality Assurance

The Quality Assurance office is mainly a coordination one and so the Director will work in liaison with the Faculties/Institutes/Schools/ and non academic departments on issues of assuring quality in Uganda Martyrs University. The coordination will focus on, though not limited to the following areas: To

i.   Sensitise UMU actors on quality assurance issues;

ii.   Links up with Faculties/Institutes/Schools/Departments and regulatory bodies on issues of internal and external review;

iii.   Make use of analysed student assessment of staff for monitoring quality;

iv. Liaise with the curriculum review committee to ensure programme review at regular intervals;

v. Plan and budget for quality assurance and ensure that all Faculties/Institutes/Schools and non academic departments have budgeted for quality assurance;

vi. Work hand-in-hand with the Deputy Vice Chancellor Academic Affairs and give report to Senate.

5.2.2 Associate Director, Quality Assurance

Roles of the Associate Director Quality Assurance

Deputise the Director Quality Assurance in the execution of his/her duties. Perform any other duty as may be assigned by the Director Quality Assurance or DVC AA.

5.2.3 Quality Assurance Officers (QAOs)

The QAD shall have three Quality Assurance Officers responsible for Curriculum Development and Review; Research and Evaluation and Facilities. The QAD shall be responsible for:

i. Developing and reviewing Quality Assurance procedures regarding Curriculum Development and Review; Research and Evaluation; and Facilities;

ii. Advising and assisting Faculties and Departments in carrying out self assessment procedure in academic programs;

iii. Assisting Faculties and Departments on the preparation of improvement plans and monitor the implementation of these plans;

iv. Collecting and analysing information regarding Curriculum Development and Review; Research and Evaluation and Facilities;

v. Compiling annual reports on the quality of Curriculum Development and Review; Research and Evaluation and Facilities**.**

5.2.4 Administrative Staff

QAD shall have relevant administrative staff at both the Main Campus and other campuses that will render support services to the Directorate.

5.3 Financing the Quality Assurance Directorate

Quality assurance activities shall be financed through the University annual budgetary process. QAD shall also develop proposals to attract funding for quality assurance work from external sources.

Appendix 1: Role of Examination Moderators

Who is a Moderator?

A moderator is an academic who is competent (academically, or experience wise, or both) in the field in which he/she is called upon to moderate. As a moderator, he/she is supposed to step in the shoes of the Examiners to be able to provide a balanced and unbiased point of view. His/her primary concern is to check the accuracy of the Question Papers; more importantly, however, his/her duty is to ensure that the questions that have been set are suitable, appropriate and relevant for the level for which they are intended to be addressed.

Duties of a Moderator

Pre-Examination

The Moderator must:

(i) moderate all questions of the examination paper, paying particular attention to clarity and the mechanics of language and spellings,

(ii) moderate the marking scheme/indicative marking criteria. This will include moderating the outline model answers for essay-type or open-ended question and the allocation of marks for each part/section or step,

(iii) moderate the general instructions on the front cover of the Question Paper, including module name, code, time-allocation and any other instructions,

(iv) ensure that special tables, formulae and other technical documents accompanying the Question Paper are available as may be required,

(v) edit and suggest improvements to the questions,

(vi) ensure that there is a balance between the time allocated for the paper, the complexity or level of difficulty of the questions and marks allocated,

(vii) check and suggest improvements to the model answers or outline model answers and marking schemes/indicative marking criteria to dovetail with intended answers,

(viii) sign the Examiner's Form.

In collaboration with the Examiner, he/she may modify, change or even replace a question.

During Examination

(i) He/she should be available to attend to any query from the students in case the Examiner is not around,

(ii) He/she should provide any other assistance that might be needed.

Post Examination

After all scripts have been marked, the moderator should:

(i) Check that marking scheme/indicative marking criteria has been strictly and consistently followed to ensure fairness to all students,

(ii) Check that each and every answer has been properly marked, and that the marks have been correctly entered on the Performance Sheet,

(iii) Check that each Section of the examination paper has been marked,

(iv) Check the accuracy of all totals,

(v) Report to the Administrative Officer, Examination Section through the Dean/Director or copied to the Dean/Director any anomalies noted e.g. no or incomplete Registration Number, etc,

(vi) Sign the Moderation Sheet.

General

It is imperative for the moderator to maintain **STRICT CONFIDENTIALITY**. All matters connected with the moderation of question papers, marking

schemes/indicative marking criteria etc. must be treated in strict confidence and information concerning them should **NOT** be divulged to unauthorised persons. It is also important to note that the moderator should **NOT** delegate any of the work entrusted to him/her.

Below is the general checklist to guide the moderation of questions:

- ❖ Is the question asked within the syllabus?
- ❖ Is the pitched/language of the question at the level of the test takes?
- ❖ Have the questions been worded clearly for it to be understood by the test taker?
- ❖ Is the marking scheme comprehensive enough to cover all aspects of the question?
- ❖ Are the marks allocated in accordance to the complexity of each of the question?
- ❖ Can the question be answered within the time that has been allocated for it?
- ❖ Is the paper well balanced regarding its coverage of the different cognitive (knowledge), affective (attitude, application) and psychomotor skills (practical skills)?
- ❖ Is the paper properly typed and free of content errors?
- ❖ Are the question numbers and the labeling of each part of the question correct and sequential?
- ❖ Is the general standard of the paper set satisfactory (overall view)?

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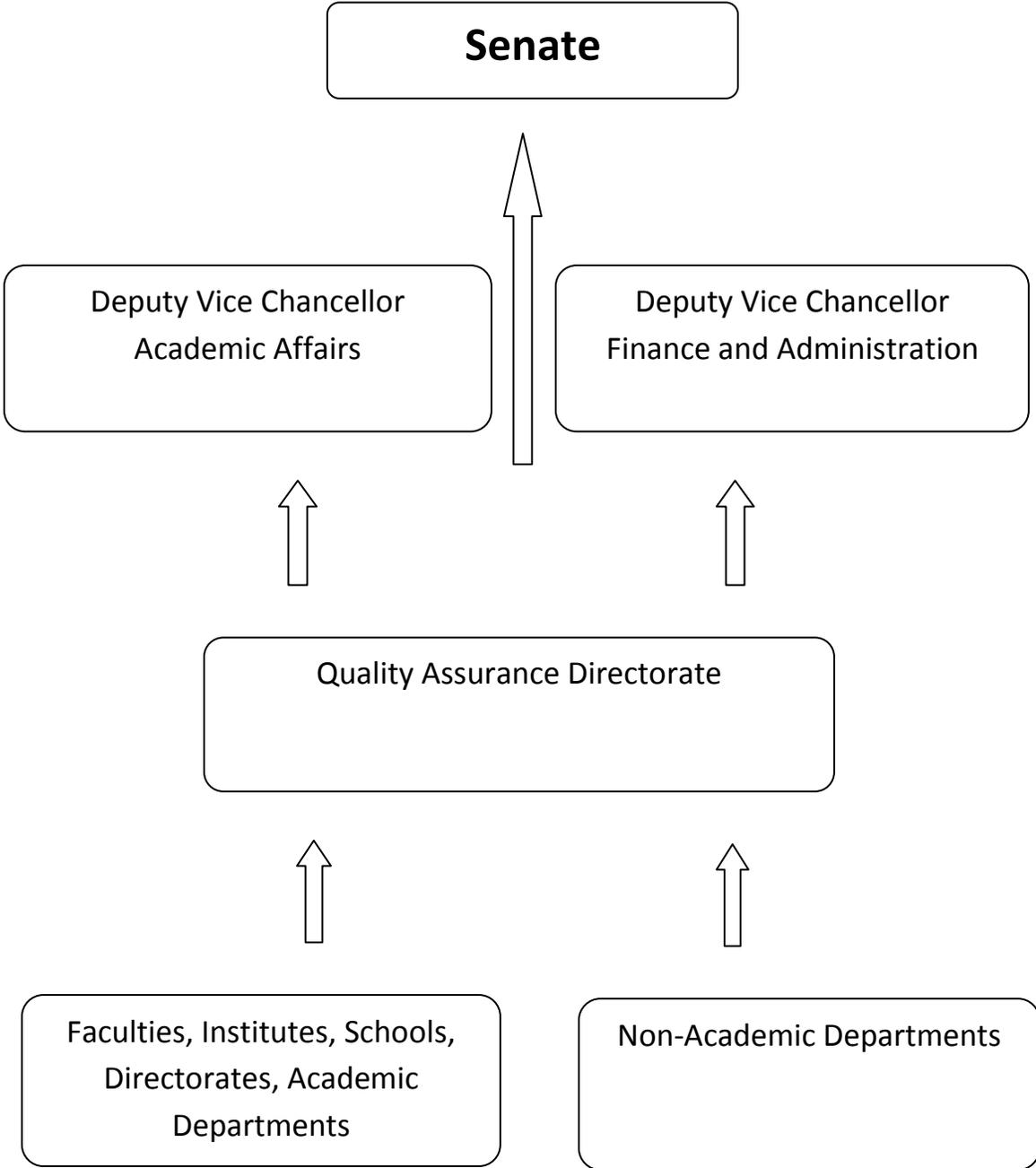
Appendix 3: Proposed Structure for Quality Assurance Directorate at Uganda Martyrs University

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VICE CHACHELLOR

DEPUTY VICE CHACHELLORS

DIRECTOR QUALITY ASSURANCE DIRECTORATE

ASSOCIATE DIRECTOR QA DIRECTORATE

QA OFFICER CURRICULUM DEVT AND REVIEW	QA OFFICER -RESEARCH AND EVALUATION	QA OFFICER – FACILITIES AND SERVICE UNITS

QA ADMINISTRATOR – GENERAL

QA ADMINISTRATOR – CAMPUSES/BRANCHES

ADMINISTRATIVE ASSISTANT	ADMINISTRATIVE ASSISTANT	ADMINISTRATIVE ASSISTANT