



MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY

QUALITY ASSURANCE POLICY




	MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY ISO 9001:2015	REF: MMU/POL:201001	
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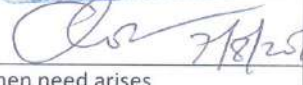
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FOREWORD

Since time immemorial, higher education institutions intensely compete among themselves at national, regional and global levels. Masinde Muliro University of Science & Technology seeks to claim her position in the global, regional and national rankings of higher institutions of learning. To achieve this, we must pay keen attention to quality as the natural way to go. The increased competition also dictates that quality be embedded in all aspects of the teaching, learning, research, outreach and Consultancies.


The University has set a mission to “provide education, training and research through integrating science, technology and innovation into quality programmes” with a vision “To become a university of choice in Science, Technology & Innovation.” It is imperative therefore that MMUST defines the path to follow in order to arrive at the desired destination. Having a quality assurance system is mandatory as per The Universities’ Act (2012) for which MMUST has a national responsibility.

The Council’s approval of this policy during itsmeeting held on marked an important milestone that demonstrated the resolve of MMUST to pay due attention to quality based on recognized standards for both academic and non-academic conduct of the Universities’ activities. To guide the process, MMUST developed this policy which was approved by the meeting of Masinde Muliro University of Science & Technology Council held on, 2019. It is expected that the policy will guide MMUST’s efforts to address quality related changes and emerging issues taking place both at national, regional and global levels. History has demonstrated that Universities are key players in a nations’ development & destiny. Hence, MMUST must claim her right place in the global, national and local academic arena by embracing quality as the guiding principle in all activities conducted in the course of implementing the University’s mandate. This policy provides for the establishment of a Quality Assurance Board and Committee whose main objective shall be to facilitate MMUST implement its mission as set out in the MMUST Corporate Strategic Plan 2019-2023.

With determination and resolve, implementation of the Quality Assurance Policy shall provide for systems that ensure quality teaching, learning, research and outreach activities as well as services at levels that are comparable and competitive at the national, regional and international levels.

**Chairman, University
Council**


Masinde Muliro University of Science & Technology, Kakamega
August 2019

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The realization of this policy was achieved with the support of the University Management Board (UMB), Senate and the Directorate of Quality Assurance. Special appreciation goes to the staff of Quality Assurance Directorate namely, Prof. Maurice Vincent Omolo (Director QA), Mr. Cornelius Chemwile Wanyonyi, Daniel Chirchir, Ms. Judith Dipondo and Mr. Job Sirengo Lusweti who through their cooperation, unity and diligent service worked very hard to produce the fair draft of this 3rd Edition of MMUST Quality Policy. As a University, we are indebted to the inputs of Prof. Asenath J. Sigot, Ag. VC and Chairperson UMB, Prof. Silvery Oteng'I, Prof. Thomas Sakwa, Prof. Charles Mutai, Dr. Eng. Bernadette W. Sbuni, Dr. CPA, Patrick Ojera, Dr. Silvenus Konyole, Dr. Bernadatte Abwao, CPA Jared George Oguta Ogutu Rading and Mr. Vincent for their invaluable contributions at the UMB.

Signed..... Date.....
Vice Chancellor

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ABBREVIATIONS AND ACRONYMS

ICT:	Information Communication Technology
ISO:	International Organization for Standardization
QA:	Quality Assurance
QAC:	Quality Assurance Committee
QAP:	Quality Assurance Policy
QAB:	Quality Assurance Board
QAD:	Quality Assurance Directorate
QMS:	Quality Management Systems
METE:	Monitoring and Evaluation of Teaching and Examination
SMART:	Specific Measurable Attainable Realistic and Time bound
REGISTRAR AA:	Registrar Academic Affairs
MMUSO:	Masinde Muliro University Student Organization
POL:	Policy
UMB:	University Management Board
CUE:	Commission for University Education
CoDs:	Chairmen of Departments
VC:	Vice Chancellor
DVC's:	Deputy Vice Chancellors
DVC ASA:	Deputy Vice Chancellor Academic and Student Affairs
DVC PRI:	Deputy Vice Chancellor Planning Research and Innovation

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DEFINITIONS OF TERMS

The following terms used within this policy are consistent with definitions in the MMUST University instruments.

‘Quality’ is defined as ‘Fitness for Purpose’

‘Quality Assurance’ refers to the policies, attitudes, actions and procedures necessary to ensure that quality is being maintained and enhanced. It requires actions internal to the University, but may also involve actions of external bodies. It includes curriculum design, staff development and the collection and use of feedback from students and employers.

‘Quality Audit’ means the systematic and independent determination whether the quality control and assurance procedures are suitable to achieve objectives; conform to requirements; and are being implemented efficiently and effectively.


‘Quality Enhancement’ refers to the enrichment of quality processes and systems from time to time.

‘Quality Management System’ is the whole set of procedures for determining and implementing the intentions of the University as regards to quality

“curriculum” means any documented programme of study

“librarian” means a professionally trained person with a minimum of a bachelor’s degree in Library and Information Science or related field.

“library facility” means structures or spaces that are constructed, installed, or established to serve specified library functions.

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CHAPTER ONE

1.0. INTRODUCTION


This QA policy is being revised at a time when the University is in the process of transiting to ISO 9001:2015 standard to meet the requirement of the standard.

The quality initiatives are aimed at customer satisfaction, corporate quality culture, efficient and effective use of resources to ensure that the initiatives are implemented, the establishment of Quality Assurance Board has been constituted.

The policy provides a general framework for enhancing quality in all areas at the University. First and foremost, it unveils the background of the University, the purpose and scope of its operations. Secondly, it outlines the objectives and requirements for quality assurance. Thirdly, it articulates the roles and responsibilities of council, UMB, senate, deans and directors, chairmen and heads of departments/sections, coordinators, staff and students. Finally, it outlines the implementation strategy, states the administrative structure, terms of reference for quality assurance, and mechanism for review and evaluation.

This policy is an essential instrument and a basis for implementing quality activities to enable the University to achieve quality service delivery. It is in line with the existing University instruments of governance and management namely; The Universities Act No. 42 Of 2012 and its subsequent amendments, the MMUST Charter 2013, The MMUST Statutes, Master Plan, Strategic Plan and Client's Service Charter among others. The Policy underlines the commitment and compliance to quality, continual improvement and effectiveness of the University's Quality Management System (QMS).

Quality evaluations shall be done periodically among other surveys. Independent quality audits shall be undertaken both internally and externally and this will be carried out by qualified quality auditors under the supervision of the Quality Assurance Directorate. This second edition of the Policy shall be subject to review from time to time to reflect changing trends in the education sector.

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CHAPTER TWO

2.0 QUALITY STATEMENTS: VISION, MISSION, CORE VALUES, CORPORATE OBJECTIVES

2.1 Motto

The University of Choice

2.2 Philosophy

MMUST upholds the view that education, science and technology are indispensable tools in harnessing resources of nature for sustainable development by creating an environment in which all individuals can realize their full potential.

2.3 Vision

To be the Premier University in Science, Technology and Innovation

2.4 Mission

To provide quality university education, training and research through integrating science, technology and innovation into quality programmes to suit the needs of a dynamic world.

2.5 Core Values

MMUST upholds the following values:

(i) Customer focus

MMUST shall endeavor to ensure customer satisfaction through quality services & products.

ii) Accountability

MMUST staff shall execute duties transparently take responsibility in all decisions & actions.

(iii) Collegiality

MMUST staff shall co-operate with each other a means of building trust & unity.

(iv) Equity


MMUST shall ensure that there is equal opportunity for all irrespective of gender, status, race, creed, disability, age, religion, ethnicity or political affiliation at all times.

(v) Excellence

MMUST shall encourage excellence in teaching, research, innovation and service to public.

(vi) Innovativeness

MMUST shall strive to create, utilize & disseminate new knowledge & ideas in teaching &

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research.

(vii) Professionalism


The staff shall treat all customers with dignity and respect while discharging their duties.

2.6 Corporate Objectives for MMUST

2.3.1 Objectives of Masinde Muliro University of Science & Technology, as an institution of Science and Technology hopes to achieve some basic objectives, which are drawn from her functions as contained in the MMUST Charter 2013 to the extent permissible by resources at its disposal. The objectives are:

- i.) To improve University financial capacity to ensure sustainability for growth and development
- ii.) To develop and run quality programmes according to emerging needs
- iii.) To have in place an effective and efficient Library services and ICT system for enhancing training, research, outreach, consultancy and management functions.
- iv.) To provide adequate and good quality physical and other facilities required for best performance of both staff and students
- v.) To improve efficiency of the management system to address academic, administrative and societal issues
- vi.) To undertake basic and applied research to generate new knowledge that responds to the contemporary and emerging needs of the society
- vii.) To contribute to the development process through dissemination of research results, technologies and provision of quality services
- viii.) To improve the contribution of research to socio-economic development
- ix.) To improve advisory/consultancy services
- x.) To improve estate management and proper use of the University land
- xi.) To improve University social service delivery
- xii.) To attract, motivate and retain staff of excellent academic background
- xiii.) To mainstream gender in all MMUST programmes and activities to enhance equality at all level.

By striving to achieve these objectives MMUST will be able to contribute to the advancement of knowledge and technology and take responsibility to preserve and disseminate the same in line with internationally accepted standards of academic excellence. Therefore, MMUSTs' Vision, Mission and objectives provide a rationale and criteria for the development of cohesive and relevant curricula and implementation of activities that give life and shape to the institution. Both in the short- and long term, the success or failure of this University will be measured against its declared mission and objectives. Quality assurance will provide a platform on which to gauge the extent to which the programmes are aligned not only to the mission and objectives of MMUST but also to the goals of the Kenyan government.

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CHAPTER THREE

3.0 POLICY DECLARATION, OBJECTIVES, ISSUES, CHALLENGES, POLICY STATEMENTS AND STRATEGIES

3.1 Policy Declaration


MMUST is committed to striving for excellence and assuring quality in all its activities in line with its motto, vision and mission statements. The University is keen in providing high quality teaching, research and extension as well as community service/ outreach. The Quality Assurance Policy shall guide MMUST towards increasing credibility and competitiveness in higher learning in order to effectively contribute to her Vision and Mission; thus, positioning MMUST to attract quality students and retain a critical mass of high quality and motivated staff for sustained development. MMUST shall pursue a quality management system in training, research, outreach, consultancy and support services. To achieve this the University shall mobilize and appeal for the participation of all staff through sensitization and creation of awareness. The University shall therefore endeavor to ensure that the infrastructure is up to standard; the academic and technical staff are highly qualified and motivated and staff in all service departments across the university are of the highest caliber and are able to respond to the needs of the University in pursuing its mission.

The University Management undertakes to realize this goal by periodically monitoring the institution's performance through annual performance contracts and implementation of an effective and efficient quality management system based on ISO 9001:2015 standard, legal, regulatory, statutory and customer requirements. The Policy and Quality Objectives shall be reviewed after 5 years or earlier than that when need arises to ensure continual improvement.

3.2 Policy Objectives

The general policy objectives listed below represent the overall objectives of quality assurance.

- (i) To Provide a framework for ensuring quality delivery of academic programs and other services offered within the University;
- (ii) To contribute towards enhanced application of knowledge, technology and scholarship to solve current and emerging societal problems in the pursuit towards achieving national & sustainable development goals
- (iii) To propel MMUST to greater achievement in development of knowledge, technology and scholarly works;
- (iv) All members of the University are aware of and support the institution's approach to quality
- (v) To ensure that an appropriate quality assurance system (a set of quality assurance policies, procedures and performance indicators) is in place to realize the vision and mission of the University
- (vi) To ensure that structures are in place to monitor and review the effectiveness of such policies and the Quality Management System put in place
- (vii) To mainstream quality in planning, implementation and evaluation at all levels

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- (viii) To ensure that the University quality assurance system is coordinated, developmentally oriented, and is characterized by minimum bureaucracy and maximum effectiveness.

3.3 Issues, Challenges, Policy Statements and Strategies

3.3.1 Expanding & dwindling higher education demand for some programs

a) Issues and challenges

- (i) The demand for university education is increasing for some academic programmes, while resources to improve capacity have not been expanding at the same rate;
- (ii) The labour market demand for some degree programmes have shrunk
- (iii) Stakeholder scrutiny of market and labour demands in education and training processes and outcomes have gained importance amongst stakeholders;
- (iv) The ability to judge oneself is being subjected to questioning on the level of trust, efficiency and effectiveness to maintain quality that satisfies both internal and external expectations;
- (v) There is a compelling need for greater accountability and efficiency while delivering services to students, staff and other stakeholders.

b) Policy statement

MMUST shall promote quality standards in teaching/training, research, community outreach, consultancy and support services in a manner that shall grantee achievement of her Vision and Mission.

c) Strategies

- i) Through CUE guidelines and tools, each academic and administrative unit/department shall conduct periodic self-appraisal that enhances the University's capacity to effectively undertake its role in ensuring quality training, research, outreach, and consultancy and community services;
- ii) Self-assessment committees shall be set up in all academic departments of the university; and
- iii) External evaluation of programmes, activities and services shall be conducted on a regular basis


3.3.2 Upholding quality academic and research programmes

(a) Issues and challenges

- i) Quality standards must be set & accepted by all staff but must be monitored by CoDs/HoDs
- ii) Maintaining quality programmes is a costly business but must still be undertaken
- iii) Maintaining quality within academic programmes is a continuous process
- iii) Setting and making realistic targets & milestones, respectively is affected by limited financial, human and physical resources

(b) Policy statement

MMUST shall strive to operate above the minimum academic standards as set out by CUE and

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ensure highest quality in teaching and learning to attract high caliber candidates and increase student enrollment of qualified candidates in all training programmes.

(c) Strategies

- i) Recruit and retain quality academic and technical staff
- ii) Ensure that quality and quantity of available human, physical and financial resources are of the expected standards and sufficient to meet the curricula requirements;
- iii) Attract new students through purposeful focused marketing and advertisements that takes advantage of the University's strength
- iv) Come up with new marketable programmes that factor inputs from relevant stakeholders and national human resource needs
- v) Adhere to datelines for periodical review of each of the programmes whose cycle is over and involve stakeholders from within and outside the University in the reviews

3.3.3 Monitoring and evaluation

(a) Issues and challenges

- i) Establishing effective external mechanisms for monitoring and evaluating university operations
- ii) Developing and implementing a functional internal mechanism for monitoring and evaluating quality with the participation of all concerned
- iii) Accepting that the University is similar to a "service industry" and as such, should be formally evaluated accordingly and held accountable for its performance

(b) Policy statement

MMUST shall develop relevant monitoring indicators/tools to facilitate periodic monitoring and evaluation of progress being made and determine areas of improvement in existing programmes and services and determine future areas of engagement


(c) Strategies

- i) Establish functioning quality assurance committees in each implementing unit
- ii) Implement a regular system of internal monitoring and evaluation whose reports shall be submitted to the office of the QAD for further action
- iii) Facilitate external evaluation of programmes and service centres
- iv) Regular reporting (semi-annual and annual) of the state of quality to the VC by the QAD
- v) Engage in extensive discussions of monitoring and evaluation reports with Cost center heads as implementers and determine the next cause of action.

3.3.4 Delivery of high quality service to the public

(a) Issues and challenges

- i) Institutionalizing monitoring and evaluation of quality assurance across the University
- ii) Promoting quality services to the customers
- iii) Ensure the admission of students is pegged on the optimal services that are available on

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campus including staff, lecture theatres, sanitary services, etc.

- iv) Securing adequate infrastructure of the highest quality for teaching, learning, practical skills acquisition, research and service delivery

(b) Policy statement

MMUST shall continually monitor and evaluate the quantity and quality of public services rendered by its staff and students so as to assure adherence to quality standards.

(c) Strategies

- i) Display service statement mottos in open public areas to constantly remind the University population on their obligations and expectations of clients
- ii) Enhance performance of staff by conducting in-service training for staff
- iii) Conducting awareness campaigns to both staff and students on customer care in the University

3.3.5 Ethical considerations

(a) Issues and challenges


- i) Instituting mechanisms for monitoring ethical conduct in the teaching and learning process, examination, research and service delivery
- ii) Curbing all forms of harassment at all levels
- iii) Preventing all forms of corruption at all levels
- iv) Fighting all forms of academic fraud in teaching, learning, examination, research and service delivery

(b) Policy statement

MMUST shall conduct all activities following the highest ethical standards in accordance with the Public Code of Ethics and conduct for Public officers, Chapter Six of the Kenyan Constitution 2010, institutional guidelines and professional ethics.

(c) Strategies

- i) Conduct all academic and administrative activities in accordance with relevant ethical standards
- ii) Facilitate the Ethics Committee to identify breaches of ethical guidelines among the University community
- iii) Train students and staff in virtues program
- iv) Report cases of non-compliance to the Ethics Committee of the University
- v) Incorporate professional and social ethics training in all programmes
- vi) Establish and operationalize an institutional ethical clearance Committee in line with the requirements under national ethical clearance system

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CHAPTER FOUR


4.0 ADMINISTRATIVE STRUCTURE

4.1 The Quality Assurance Directorate

There shall be a directorate in charge of Quality Assurance matters at MMUST. The Quality Assurance Directorate (QAD) shall be an integral part of the Vice Chancellor's office and headed by a director. The Director of Quality Assurance shall report directly to the Vice-Chancellor, as the most senior quality manager. S/he shall be a member of the University Management Board, the Senate and Deans Committee, the Staff Establishment, Training and Human Resource Management Committee, the Library Information Technology and knowledge management committee among others. The QAD shall fit into the current administrative structure as shown in the organogram (Figure 1). The QAD shall serve as the secretariat to the VC on quality assurance matters. The major task of the QAD shall be to monitor and guide quality assurance processes in all units of the University, maintain a close working relationship with the DVCs by keeping them informed of newly arising QA issues falling under their respective jurisdictions, as they carry out their day-to-day activities. In essence, the QAD shall coordinate the universities' quality assurance system including providing technical advice on measures to be taken to maintain high performance standards, including making technical presentation on quality matters on behalf of the University management. As a secretariat to the VC, the QAD shall constantly monitor and periodically evaluate the functioning of other units within the university to determine the extent to which they play their roles as per established regulations and schedules for various activities. Through the Quality Assurance Office, the Vice Chancellor shall receive reports of quality audits and other related activities for discussion by UMB and or Senate for further action by management for continual improvements.

4.2 Functions of the Quality Assurance Directorate

- i) Develop, strategize and oversee the implementation of the Quality Assurance Policy
- ii) Develop and maintain appropriate and relevant general operational manuals including internal self-evaluation tool/instruments to guide university-wide QA operations
- iii) Set performance standards including periodically updating operational manuals to guide university-wide quality assurance operations as well as tools for use in internal evaluations.
- iv) Evaluate the link between various university policies and quality assurance framework and devise harmonization strategies
- v) Formulate and oversee the implementation of various responsive strategies for quality assurance in accordance with changes in education challenges.
- vi) Evaluate resource availability for training, research and outreach programmes and advise accordingly.
- vii) Coordinate programme institutional self-evaluation of quality assurance systems
- viii) Carry out analysis of quality assurance reports such as students' course evaluations; External Examiners reports, external evaluation/audit reports etc); identifying issues for action/attention of the management, faculties/institutes or departments and monitoring implementation of pertinent recommendations/suggestions.

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- ix) Coordinate external evaluation or institutional audits
- x) Initiate and maintain links with CUE and units in sister universities and colleges and forging partnership with relevant regional regulatory bodies for mutual benefit
- xi) Monitor, evaluate and ensure quality in research and outreach
- xii) Advise DVC-Academic, DVC - PRI and DVC-Administration and Finance on matters of the attention of their offices.
- xiii) Evaluate and ensure that non-academic staff implement and set institutional academic standards and units
- xiv) Conduct periodic training on quality assurance issues;
- xv) Monitor the performance of the University Quality Objective
- xvi) Keep abreast with topical quality assurance matters in higher education at national, regional and global levels and determine how the University can actively participate in any debates and/or practices arising thereof; and
- xvii) Perform any other duties related to QA as shall be determined by the University.

4.3 Management of the Quality Assurance Directorate

The QAD shall be headed by a Quality Assurance Director, who shall be assisted by at least two coordinators. The QAD office shall be supported by a number of staff including QA Coordinators, an Administrative Officer, Data Analyst, an Office Management Secretary and an Office Assistant.


4.3.1 Functions of the Quality Assurance Director

The Director shall fulfill the following functions:

- i) Oversee the functions and responsibilities of the QAD as detailed in section 4.2.
- ii) Coordinate periodic internal self-evaluation of different units of the university;
- iii) Facilitate and coordinate external evaluation of the MMUST academic programmes including providing evaluation results to management and relevant units;
- iv) Monitor implementation of internal and external evaluation recommendations;
- v) Provide technical support on QA matters to the University;
- vi) Link with the CUE and related agencies within the IUCEA and other internal and external professional bodies whose concerns and interests have bearing on the university's curricula development and implementation in accordance with QA requirements;
- vii) Update the university on new developments in QA matters for higher education institutions within the regional and global contexts;
- viii) Represent the University on matters of quality assurance at national, regional and other international forums on higher education; and
- ix) Prepare periodic reports to be submitted to the VC, on the overall quality status of the University,
- x) Perform any other duties related to QA as shall be determined by the University.

4.3.2 Functions of Coordinators

The Coordinators in QAD shall report directly to the Director and assist the Director in execution of all functions and responsibilities of the Directorate. In addition to their roles and responsibilities spelt out in their Job Description, the Coordinators shall carry out the following duties:

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- i) Serve as Principal advisor to the Director on quality assurance matters
- ii) Supervise implementation of MMUST Quality Assurance Policy
- iii) Supervise the management of the MMUST QA webpage
- iv) Coordinate the development of relevant documents for implementation of the QA policy
- v) Perform such other functions as may be assigned by the Director.

4.3.3 Quality Assurance activities across the University

In MMUST Quality Assurance shall radiate from all implementing units which have a responsibility of planning and implementing activities that target to address the Mission of the university in order to meet specific institutional objectives. All such units shall be primarily responsible to achieve and maintain high quality standards as set out by the university, including conducting regular self-evaluations.

4.4 Other Quality Assurance Implementation Committees & Structures

4.4.1 Quality Assurance Committee of Senate


There shall be established a Quality Assurance Committee of Senate, which shall be chaired by Deputy Vice Chancellor in charge of Academic and Students Affairs. The other members of this committee include the Director QAD among others listed in the University Statutes. The senate QA committee shall meet at least four times annually and shall focus on improvement, promoting teaching excellence, and the formulation of policy to achieve teaching excellence. Specifically, it aims to:

- i. advise the Senate on the formulation and implementation of University policy for effective teaching and learning;
- ii. facilitate the development of an appropriate total environment for teaching and learning;
- iii. promote greater understanding within the University of learning processes;
- iv. assess, on continuous basis, the effectiveness of policies, programmes and systems relating to teaching and learning and to recommend improvements; and
- v. monitor the quality of facilities and technology provided by the University for teaching and learning and to motivate new developments where necessary.
- vi. Ensuring the University formulates and adheres to policies in respect of quality assurance, and Ensuring that the University is prepared to face institutional audits and programme accreditation.

4.4.2 Staff Establishment, Training and Human Resource Management Committee

The Staff Establishment, Training and Human Resource Management Committee is UMB committee. The committee aims to assist the University in realizing its objectives through promoting and ensuring excellence in staff development. It shall be responsible for:

- (i) advising University Management Board on the formulation and implementation of policy, systems and programmes for effective staff development;
- (ii) overseeing development of policies on staff recruitment, schemes of service, appraisal, staff establishment, promotion, remuneration and other terms and conditions of service, and

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- recommend the same to the University Management Board;
- (iii) ensuring consistency in the design, implementation and evaluation of the skills development systems, procedures and programmes
 - (iv) Monitoring and advising the University Management Board on staff performance appraisal;
 - (v) considering and approving staff applications for training, study leaves, and fee waivers;
 - (vi) recommending to the University Management Board, members of staff who are due for promotion;
 - (vii) Advising the University Management Board on staff welfare; and
 - (viii) raising awareness of the importance and need for effective staff development
 - (ix) assisting in the identification of development priorities
 - (x) ensuring the provision of quality, effective training and development programmes
 - (xi) facilitating the development of an appropriate total environment for staff development
 - (xii) linking skills development and employment equity initiatives particularly in terms of the need to redress past imbalances

4.4.3 The Deans Committee


This is a Senate committee of the Deans and Directors, chaired by the DVC ASA and shall:

- (i) Develop, review and implement policies on:
 - a) Students admission at Schools
 - b) Oversee Curriculum implementation
 - c) Teaching, examinations and assessments
 - d) University calendar
 - e) University fees
- (ii) Make recommendations to Senate on proposals from Schools Boards that may have implications for other Schools, or for the systems in the University as a whole;
- (iii) Make recommendations to the Senate on regulations governing levels of fees and other regulations governing academic programmes;
- (iv) Consider and approve as appropriate applications for interschool transfer of students;
- (v) Administer all scholarship received by the University for undergraduate students;
- (vi) Addressing student's welfare matters and making recommendations to the Senate

4.4.4 Curriculum Development and Review Committee

The committee shall take responsibility on the quality aspects of the University Curricula. This Committee shall be chaired by DVC ASA and shall be responsible for:

- (i) Developing the University policy on Curriculum Development
- (ii) Overseeing the curricula designs, development and reviews
- (iii) Ensuring quality in the development and implementation of academic programs
- (iv) Ensuring that qualified academic staff are involved in curriculum development, implementation & review
- (v) Liaise with stakeholders and regulatory bodies on curricula matters

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4.4.5 Research Innovation Linkages and Extension Committee

This is a committee of senate and shall be chaired by the DVC PRI.

- (i) The office of the Director Research & Extension and Director Board of Postgraduate Studies through the committee shall formulate policy and assure quality in research and postgraduate matters. These include training, development and monitoring of staff and postgraduate students, administration, funding and resource allocation. The productivity and quality of research shall be regularly monitored and the Directors shall publish an annual research report detailing activities, publications, statistics, etc of all university related research activities. There shall be a post graduate Degrees Guide providing a ready reference for postgraduate students and their supervisors. Such a booklet shall set out the rules and procedures for examination of theses, various senate requirements such as the guidelines for supervision of the students, which must be followed by the supervisors and postgraduate students.
- (ii) The Committee shall check and confirm that the percentage level of plagiarism in students' theses are within the acceptable international standards and also in line with the CUE standards.
- (iii) The committee shall advise on possible research exploitation output taking into consideration patent issues.


4.4.6 Budget and Resource Allocation Committee

This is the committee that considers, process and consolidates the university budget estimates alongside the procurement plans and work plans from all the cost centers from all the three divisions including those under the Vice chancellor's office. The committee is chaired by the DVC A&F. Other members are DVC ASA, DVC PRI, Finance Officer, Procurement officer, the Registrars among others. The committee shall:

- (i) Coordinate preparation, implementation and monitoring of annual University budget and recommend the same to the University Management Board;
- (ii) Receive, consider and advise the University Management Board on recommended allocation of expenditure;
- (iii) Receive, consider and advise the University Management Board on recommended virement of the budget;
- (iv) Receive, consider and advise the University Management Board on alternative sources of funding;
- (v) Receive, consider and advise the University Management Board on preparation and implementation of Annual University Procurement Plan and Strategic Plan operational budget;

4.4.7 Library Information Technology and knowledge management committee

This is a committee of senate and shall be chaired by the DVC (A&SA). The other members include the Librarian, student's representative, ICT director, Director QA, among others. The library shall be a fully-fledged academic organ within the university structure. It shall be formally represented in the Senate and other relevant Committees of the university by the Librarian. The committee shall ensure that the library:

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- (i) Develops its own explicit statements of its vision, mission and SMART objectives aligned to that of the University
- (ii) provides, for all academic programmes, varied, authoritative & up-to-date quality information resources, which facilitate teaching, learning, research and community service for all categories of its users
- (iii) Adopts and maintain Information Communication Technologies in information management and its operations. This shall include embracing opportunities created by Information and Communication Technology (ICT) by developing a Library ICT policy
- (iv) Information resources are organized, for efficient access and retrieval, using internationally recognized conventions and standards
- (v) Establish, promote and sustain quality services that will facilitate teaching, learning and research
- (vi) Provide adequate facility for students, lecturers, staff and other authorized users as a convenient and conducive place for study and research.
- (vii) Has appropriate, qualified and adequate staff commensurate with the academic programmes offered, the institutional population, the number of service points, and the hours during which services are offered
- (viii) Develop, review and implement policies on library services

4.4.8 The Students welfare and Disciplinary Committee

This is also a standing committee of Senate that handles students' welfare and disciplinary matters. The committee members shall include the Dean of students, Librarian, MMUSO Chairman, MMUSO Secretary General, Chaplain, Legal Officer, Registrar AA, among others. It shall be chaired by the DVC (A&SA). The committee through the Deans of students' office is charged with assuring quality in the area of student life.

- (i) It shall develop & propose policy in areas such as games & sports administration, student societies, the residence system or accommodation and counselling and health services, students' disciplinary matters and deals with any problems which arise.
- (ii) It shall ensure that both the Student Governing Council and the Students' Representatives have direct access to management, including the Vice-Chancellor, at any time in order to deal with urgent matters.
- (iii) In addition, it shall ensure that students are represented on all major University committees.


4.4.9 Faculty/Institute/Directorate-based Boards/Committees

There shall be a Faculty/Institute/Directorate/Centre-based Committees, whose one of their agenda items shall be on Quality Assurance and Promotion during their meetings.

4.4.10 Functions of Faculty/Institute/Directorate Boards/Committees

The functions of the Faculty/Institute/Directorate/Centre-based Committees on Quality Assurance shall be to:

- (i) Formulate and oversee the implementation of various responsive strategies for quality

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- (ii) assurance and promotion in accordance with plans of QAPB and advise accordingly
- (ii) Coordinate programme and institutional self-evaluation and facilitate external evaluation or institutional audits
- (iii) Identify strengths and weakness in the training, outreach and research programmes and submit them to QAD
- (iv) Evaluate External Examiners' reports and formulate corrective measures

4.4.11 Academic Departmental Boards/ Committees

There shall be a Departmental Committee on Quality Assurance whose members shall be:

- (i) Head of Department-Chairperson
- (ii) Chairperson of Undergraduate Studies Committee
- (iii) Chairperson of Research and Publications
- (iv) Chairperson of Postgraduate Committee and
- (v) Administrative Officer
- (vi) One technical staff
- (vii) Undergraduate student representatives (one per degree programme)
- (viii) Postgraduate student representatives (one Masters and one PhD)


4.4.12 Functions of the Departmental Boards/Committees

The functions of the Departmental Boards/Committees on Quality Assurance shall be to:

- (i) Develop and review curriculum on a regular basis
- (ii) Conduct tracer studies
- (iii) Develop guidelines for effective conduct of practicals
- (iv) Develop unit-specific performance procedures and standards;
- (v) Conduct regular programme self-evaluations to determine whether they meet the set standards in practice;
- (vi) Prepare self-assessment reports in readiness for unit and/or university-level external evaluations
- (vii) Facilitate student course evaluation
- (viii) Evaluate External Examiners' reports and formulate corrective measures. *This function together with discussion & moderation of students exam results shall be done in the absence of all students*
- (ix) Monitor and evaluate performance of research and outreach activities

4.3.13 The University Central Services Committee

The Existing University Services Committee shall have the extra responsibility to set standards, monitor implementation and ensure quality delivery of services by all departments under its jurisdiction.

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CHAPTER FIVE

5.0 IMPLEMENTATION STRATEGIES

The University shall utilize a variety of strategies and instruments to evaluate the implementation of its core mission activities. The main strategies include setting milestones or targets to be achieved in order to facilitate internal and external audits of the institution, its programmes and all the services offered by the university.

5.1 Monitoring and Evaluation

5.1.1 Internal Reviews/ Audits

Principals, Deans, Directors and Chairmen of Departments (CoDs) (Heads of Departments (HoDs) shall be responsible for the implementation of the QA policy on regular self-evaluation of the units. The review shall be conducted by a team of trained internal quality auditors, under coordination of the Director QAD. The internal review shall be carried out under the guidance of the Terms of Reference and modalities drawn by the QAD. The teams of internal auditors shall generate and submit reports audit reports to the QAD after sharing the findings with the cost center head audited together with the staff members of that unit. The Director QAD shall then prepare a summary of the audit report of the entire University and submit to the UMB for further discussion and action.


5.1.2 External Programme Reviews and Institutional Audits

The QAD shall coordinate external institutional audits, while the academic Cost center heads shall coordinate and ensure that there are reviews of the programme in their departments once the programme cycle has lapsed. External institutional audits and programme reviews shall focus on the structure and functioning of administrative and governance organs of the University, while programme audits shall evaluate the relevance of the teaching programmes, the teaching and learning environment and the effectiveness of the delivery and evaluation strategies employed. The QAD shall disseminate the results of institutional audits and programme reviews to the unit being evaluated to discuss the report and draw strategies to implement the subsequent recommendations. Institutional and programme reviews shall be centrally coordinated by the QAD which shall also monitor implementation of the resultant recommendations.

All mandatory external programme reviews by the CUE shall be preceded by internal unit/programme reviews; and shall be coordinated and facilitated by the QAD and UMB, respectively.

5.1.3 Client Satisfaction Surveys

The QAD, Human Resource (HR), an Office in charge of Alumni issues shall, on a regular basis, organize client satisfaction surveys aimed at giving the different clients an opportunity to provide feedback on their experience of the study programmes, employers' perspective and service delivery to students, staff and the general public. Appropriate tools shall be designed by the QAD, Human Resource (HR), an Office in charge of Alumni issues etc for use in the surveys of each client


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category to determine the level of satisfaction. The QAD shall be responsible for disseminating the survey results to relevant units and staff to determine a cause(s) of action to effect improvement of problematic areas. The client categories to be considered in such surveys include, but are not limited to the following:

- (i) Students
- (ii) Employers
- (iii) Alumni
- (iv) General public
- (v) Academic staff
- (vi) Administrative staff

5.2 Improvement Plan

Monitoring and evaluation reports emanating from the review shall be discussed at various levels (Department, Faculty/School, Centre, Institute College,) including UMB. Strategies for addressing the shortfalls (improvement plans) shall be drawn. The improvement plans shall be forwarded to the VC for UMB consideration and implementation.

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CHAPTER SIX

6.0 POLICY OPERATIONALIZATION AMENDMENTS AND REVIEWS

6.1 Operationalization

The provisions of this policy shall become operational upon being approved by the University Council, and shall remain valid until repealed by the same authority. The Policy provides a general guide to the process of ensuring that MMUST abides to set standards that are subject to continuous monitoring and evaluation in all aspects of the universities' operation. However, it is expected that different units of the university shall set and continually revise quality standards in their fields of operations. It shall be the duty of the different Cost center heads and the University Management Board (UMB) to continually set and review quality standards in all the areas of operation. The QAD, on the other hand, shall be tasked with proving leadership in the process, determine the progress being made and providing advice on improvements needed, if any, to the Cost centers and MMUST at large. The task shall be executed by the QAD which shall develop and constantly review appropriate evaluation instruments for the purpose.

6.1.1 University Council

The University council shall:

- (i) Consider and approve this policy among other University policies
- (ii) Allocate adequate resources to ensure that the necessary quality assurance activities are undertaken.
- (iii) Support Quality Assurance Directorate in terms policy approvals and communications on the same

6.1.2 University Management Board (UMB)

The University Management Board shall among other functions not listed here:

- (i) Utilize the reports of internal and external quality audits to ensure continual improvement
- (ii) Considers recommendations on quality matters from quality assurance directorate and implement them

6.1.3 The Senate


The Senate shall among other functions:

- (i) Constitute the Quality Assurance Committee
- (ii) Ensure that quality academic programs are developed and old ones reviewed
- (iii) Considers recommendations on quality matters from quality assurance directorate, Quality Assurance committee of senate, Curriculum review committee and UMB

6.1.4 The Deans

Deans shall:

- (i) Manage & coordinate quality standards in their schools, Institutes, Directorates.
- (ii) Oversee the review of programmes.
- (iii) Consider Quality Assurance as a standing agenda item in their meetings
- (iv) Appoint quality assurance representatives in schools, Institutes, Directorates who shall

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implement quality standards in their respective units.

6.1.5 Chairmen and Heads of Departments and Coordinators of centers and units

The above-named cost center heads shall:

- (i) Monitor and evaluate the implementation and continual improvement of quality standards in their respective departments, centres and units.
- (ii) Appoints quality assurance representatives in their respective departments
- (iii) Consider Quality Assurance as a standing agenda item in their meetings

6.1.6 Staff

All staff shall:

- (i) Adhere to the code of professional conduct and ethics.
- (ii) Maintain quality standards in their area of assignments on day to day basis.
- (iii) Participate in self, peer and student evaluations among other surveys.
- (iv) Practice good quality culture all the time in the university.

6.1.7 Students

All students shall:

- (i) Adhere to and maintain all university rules and regulations that govern them.
- (ii) Objectively participate in quality assurance monitoring and evaluations.
- (iii) Practice good quality culture all time in the university

6.2 Policy Amendments and Reviews

The Policy provisions provided in this document are subject to periodic reviews and alterations, as conditions and circumstances may dictate and when this happens, the revised version of the document shall take precedence over the previous one. The entire document will be reviewed after every 5 years.

Figure 1: Quality Assurance Organization Structure

