

**UNIVERSITY OF SAINT JOSEPH MBARARA
(USJM)**



QUALITY ASSURANCE POLICY

2023 (*Amended*)

1.0 INTRODUCTION

1.1 Background

The Archdiocese of Mbarara (AoM) started a university as part of its mission and mandate to establish educational institutions of different levels to share in the salvific ministry of Christ by being the salt and light to the world. The founders coined the name: University of Saint Joseph Mbarara (USJM), for the university from St. Joseph, foster father to Jesus and the patron Saint of the pioneer St. Joseph Technical School, whose tradition of hard workmanship and community responsive education, USJM is to uphold.

The personal qualities and values of St. Joseph, the worker, such as integrity, hardworking, commitment, are behind this tradition, and the University will uphold them. USJM aims at total orientation and focus on tertiary education that meets community needs and engineers socioeconomic transformation. It delivers relevant, affordable, high quality, inclusive and community-responsive university education. The University of Saint Joseph Mbarara derives its vision and mission from the Christian understanding of the integral growth of a person.

- i. **Vision:** A leading center for integrated community responsive university education.
- ii. **Mission:** To provide holistic education for sustainable development.
- iii. **Motto:** Foster Excellence and Integrity (*Praestantia et Integritate Foveat*)
- iv. **Slogan:** For and With the Community
- v. **Philosophy:** Community-Responsive and Engaged university education
- vi. **Core Values**
 - a. God fearing,
 - b. Integrity,
 - c. Excellence,
 - d. Accountability,

- e. Community responsiveness
- vii. **Objectives:**
 - a. To provide relevant university education.
 - b. To promote research and innovation among the students.
 - c. To nurture citizens of integrity and sense of common good.
 - d. To nurture students with demand-oriented skills.
 - e. To promote best practices in institutional governance.
 - f. To promote pastoral mission of the church.

It is USJM commitment to encourage the development of each individual through education at all levels, stressing in particular the creation/promotion of an environment where intellectual and moral values are priorities. Since the person is at the centre of all growth and development, both at individual and societal levels, all members of the community respect each other in an attempt to create an environment of openness and trust. The University is committed to promoting justice, respect, solidarity, human rights, equality, and environmental protection, both in its own community and society in general.

1.3 Quality Assurance Measures and Practices at the University

In line with National Council of Higher Education (NCHE) standards and regulations with reference to Universities and Other Tertiary Institutions Act (2001 as amended), University of Saint Joseph Mbarara (USJM) shall establish a Quality Assurance Policy in regard to its operations in particular reference made to NCHE Statutory Instruments 2008 no. 34, A Road Map to Quality: A Handbook for Quality Assurance in Higher Education Volume 4: Implementation of Quality Assurance System, and other related laws of Uganda.

2.0 INTERNAL QUALITY ASSURANCE

2.1 General governance Structures

The University shall operate by a License and or Charter approved by National Council of Higher Education. All governance of the University shall comprise of the following:

- a) The Founding Body.
- b) Board of trustees.
- c) The Chancellor.
- d) The Governing Council.
- e) The Senate.
- f) Management;
- g) Student's Guild.
- h) Academic Staff Association.
- i) Administrative and Support Staff.

2.1.1 University organs shall

- i. Meet regularly.
- ii. Be renewed as required by University Governing Council.
- iii. Have records kept and made available as necessary.
- iv. Have regular reports made on University status.

There shall be segregation of duties to minimize role conflicts.

2.1.2 Financial management shall have

- i. Regulations enforced and reviewed periodically.
- ii. Regular auditing of accounts (internal and external).
- iii. Annual budgets.
- iv. Procurement and contract committees.
- v. Qualified staff employed.

2.1.3 Quality of Academic Programmes

- i. USJM Management shall institute a Quality Assurance Committee to oversee the development of academic programs.
- ii. The programs shall be approved by senate and council.

- iii. Heads of departments and deans or directors, and the academic registrar shall ensure that proper course outlines, course descriptions, and the resources (human and otherwise) required are identified and listed.
- iv. Each module /course lecturer shall provide students with course outline and descriptions, for purpose of monitoring application by lecturers and for students' reference.
- v. In developing academic programs, USJM shall consider the minimum standard set by the National Council for Higher Education.
- vi. Periodically, courses shall be held (at least each semester) for staff to improve their writing skills, both for regular and distance learning, and sometimes, focus is placed on development of course outlines and description.
- vii. The University Council periodically shall appoint its own committee to go through the various programs. The committee consists of members who have expertise in specific areas (Science, Humanities, Education, etc)
- viii. USJM academic programs shall be submitted to the National Council for Higher Education, for vetting and accreditation, as the law provides.

2.1.4 Admission of students

- i. The admission of students shall follow minimum entry requirements as determined by the NCHE.
- ii. Students shall be guided and helped to make the right choice of academic programmes relevant to their level of performance at high school and individual aspirations

2.1.5 Students registration shall

- i. Be undertaken at the Department, Faculty and centrally at Academic Registrar's office.
- ii. Ensure documents re-examined.
- iii. Be per semester.
- iv. Produce students' nominal roll.

- v. At the beginning of academic year, all students shall be acquainted with general requirements, rules and regulations of the University.

2.1.6 Recruitment of staff

- i. Both the teaching and non-teaching staff shall be recruited on merit and experience.

2.1.7 Quality of Teaching and Learning

- i. The University shall develop short courses for the lecturers to improve and help teaching staff who have not undergone methods of teaching before, to enable them improve their delivery methods.
- ii. There shall be a discussion of teaching content, provision of reading materials /references provided (preferably in advance) and attendance registers to students.
- iii. Students shall be encouraged from the time of orientation to bring to the fore any gaps they may observe, so that their learning experience can be as fruitful as it should be.
- iv. Recommended work load and staff/student ratio shall be taken into account so that each beginning of semester, Senate goes through the submissions of faculties to this effect.
- v. An anti-sexual harassment policy shall be put in place to safeguard both staff and students from being harassed by either party.
- vi. Special courses in English language proficiency shall be devised to help students who come from countries where English is not a language of instruction.

2.1.8 Quality in Student Assessment shall ensure

- i. discussion of course work assignments in class, as part of feedback to students.
- ii. course assignment to be given in time and marked in time.
- iii. postgraduate students must successfully defend their proposals before a defense panel before clearance for them to proceed to the field for data collection.
- iv. postgraduate students must successfully defend their dissertations before qualification for an award for a higher degree.

- v. course work grades be provided before examinations begin.
- vi. students evaluate teaching staff and courses towards the end of the semester.
- vii. examination sample questions are vetted by unit select committee.
- viii. examination timetables are provided early enough and with input of students.
- ix. regulations are given in advance (with joining instructions) but repeated towards the examination period.
- x. timetable for marking, unit examiners meeting and general examinations board meeting are provided in time
- xi. invigilators are oriented for each examination period and their reports are studied by examinations board.
- xii. marking is done centrally or take home by lecturers
- xiii. senate scrutinizes units' submissions of students' end of semester academic results before approval.
- xiv. examination malpractices shall not be tolerated and appropriate punitive measures taken against the culprits.
- xv. students' appeals committee is in operation.
- xvi. students are provided with results at the beginning of the subsequent semester.
- xvii. framework for provision of transcripts and certificates in a timely manner (mainly at graduation time) is in place.

2.1.9 Quality in support, services and facilities

Staff and students shall be encouraged to be proactive and this will help the administrative staff to respond more quickly to the needs identified from time to time.

The essentials in this regard shall include:

- i. Faculty handbook.
- ii. University prospectus.
- iii. Standing committee on library and acquisition of scholastic material.
- iv. Access to other libraries (beyond the University).
- v. Internet connectivity and access.
- vi. Provision of photocopying facilities.
- vii. Compulsory course on communication skill and computer literacy.

2.1.10 Quality of Academic staff and Administrative staff

- i. USJM operates within the standards set by the NCHE, in recruitment of staff. For example, the undergraduate degree programs shall be taught by those with a minimum of Master's degree qualification, although those with first class bachelor's degree may assist as teaching assistants.
- ii. In terms of recruitment, appointment, confirmation, promotion, and discipline or dismissal, a team of qualified and experienced individual constitute the staff.

2.1.11 Appointments and welfare committee

These shall be guided by the following:

- i. Terms and conditions of services provided and signed for.
- ii. Staff Human Resource Manual for rules, regulations, code of conduct etc.
- iii. Mission, vision, values provided.

Staff (academic and administrative), are encouraged to take up self-development training in additional to the following:

- i. Support through staff development program.
- ii. Seminars/workshop related to teaching, research, and publications.
- iii. Forums for supervisors.
- iv. Sponsorship/support for self-development activities (workshops, conferences, etc)
- v. Plans to assist in effective teaching in methodologies in advance stages.
- vi. Regular retreats to resume to review staff needs (once a semester)
- vii. General public lectures
- viii. Staffs are encouraged to attend conferences, for general academic growth and as avenues for publication.

2.1.12 USJM Quality Assurance Committee

The University Quality Assurance Committee will report to the Directorate of Quality Assurance Their major roles and responsibilities include the management and monitoring of the quality of:

A: Teaching and Learning at Faculty/Departmental level

A: Programmes status and assessment

A.1.1: Review of existing programmes

A.1.2: Designing new programmes and courses

A.1.3: Academic Staff Ratio

A.1.4: Academic qualifications

A.1.5: Contact hours for Academic Staff

A.2: Percentage of Part-timers

A.3: Education facilities

A.3.1: Student: Library book ratio

A.3.2: Computer: Student ratio

A.3.3: Access to Internet

B: Research and Publication both for staff and students

B: Research and Grants

B.1.1: Research won by staff and students

B.1.2: Grants won by staff and students

C: Community Engagement

C.1: Community Engagement/Outreach

C.1.1: Press/Media Relations

C.1.2: Working Relations with Other Organizations

C.1.3: Government Relations

C.1.4: Legitimacy

C.2: Programmatic Capacity

C.2.1: Project/Program Identification and Planning

C.2.2: Program Management

C.2.3: Monitoring of Progress and Impact

C.2.4: Intermediary Capacity-Building/Service-Providing Role (optional)

D: Innovations

D.1 Science and Technology

D.1.1: Applied and appreciative research

D.1.2: Rural and urban improvement schemes

E. University/Institutional Performance

E.1: Organizational Mission:

E.1.1: Strategic Planning

E.1.2: Operational Planning

E.1.3: Impact Assessment (Achievement of Mission)

E.2: Leadership:

E.2.1: Governing Board Composition

E.2.2: Board Effectiveness

E.2.3: Role of the Vice Chancellor and Senior Management

E.2.4: Decision Making Processes

E.2.5: Management of Organizational Change

E.2.6: Organizational Values and Ethics

E.3: Organizational Management

E.3.1: Organizational Structure

E.3.2: Internal Communications

E.3.3: Policies and Procedures

E.4: Human Resources

E.4.1: Recruitment Process

E.4.2: Staff Orientation and Development

E.4.3: Performance Management

E.4.4: Competitive and Equitable Compensation and Benefits

E.5: Resource Development

E.5.1: Strategic Financial Planning

E.5.2: Fundraising and Development Plan

E.5.3: Diversification and Funding Sources

E.5.4: Generation of Unrestricted Income

E.5.5: Long-term Investments (If Applicable)

E.6: Financial Management

- E.6.1: Accounting Systems
- E.6.2: Internal Financial Reporting
- E.6.3: Cash Flows
- E.6.4: Indirect Cost Recovery Rate
- E.6.5: External Financial Reporting
- E.6.6: External Oversight (Audits)
- E.6.7: Percentage of budget received
- E.6.8: Percentage of deficit expenditure
- E.6.9: Proportion of budget spent salaries
- E.6.10: Percentage of income derived from fees

E.7: Infrastructure

- E.7.1: Water supply
- E.7.2: Electricity
- E.7.3: Telephone
- E.7.4: Places of worship
- E.7.5: Workshops
- E.7.6: Classroom space
- E.7.7: Library space
- E.7.8: Sciences Laboratories
- E.7.9: Computer Laboratories
- E.7.10: Academic staff
- E.7.11: Administrative staff
- E.7.12: Sports field (Tennis, Football, and Swimming etc)
- E.7.13: Facilities for disabled
- E.7.14: Conference hall
- E.7.15: Student Guild Offices

F: Membership of University Quality Assurance Committee

1. Director Quality Assurance- Chairperson
2. Two representatives from the Faculties (Male and Female)
3. One representative from the Library

4. One representative from Department of ICT
5. The Dean of students
6. One representative from Finance Department
7. One representative from the Administrators
8. Two students' representatives (Male and Female)

G: Terms of reference of these committees

1. To promote the University of Saint Joseph Mbarara (USJM) Vision, Mission, Objectives, Core Values
2. To establish and monitor quality standards and practices, tools and techniques.
3. To review and evaluate Quality Assurance systems and procedures.
4. To attend and implement recommendations from USJM University Quality Assurance Committee on issues pertaining quality assurance.

2.2 External Quality Assurance

2.2.1 External examiners.

- i. These are appointed to under graduate academic programs-vetting the standards of marking, and general academic standard issue.
- ii. At post graduate level, external examiners assess students' dissertations. This assessment results onto one of the four verdicts, namely:
 - a) Accept as it is
 - b) Access after minor corrections verifiable by internal examiner
 - c) Accept after major correction verifiable by external examiner
 - d) Reject

2.2.2 External accreditation agencies

Where relevant, this is done NCHE, and other related Agencies.

2.3 Membership to University associations

These include:

- a) The Inter-University Council for East Africa (IUCEA).
- b) The Uganda Vice Chancellors Forum.
- c) The Ugandan Universities Quality Assurance.
- d) Research and Education Network for Uganda (RENU).
- e) Employers of USJM graduates.
- f) Former students: as a USJM alumni association gets grounded, we expect to utilize this forum (already formed) as a useful quality assurance control.

Conclusion

Although, there are still challenges which delay the institutionalization of the quality assurance systems and related mechanisms, USJM is committed to overcome them. USJM is working towards attaining the level it aspires which includes: a fully-fledged quality assurance directorate with a quality assurance policy framework.

3. AMENDMENT OF THE MANUAL

The Manual is subject to amendment from time to time by relevant authority. The Manual was approved by University of Saint Joseph Mbarara Governing Council on the 18th day of July 2020

Rev Fr Gervase Nsekanimanya Diido
CHAIRMAN

Rev Fr Dr Deus M Kare mire (PhD)
VICE CHANCELLOR

APPENDICES

1. Appraisal Tool-Teaching Staff

2. Appraisal Tool - Administrative Staff

3. Evaluation Tool for staff by Students

4. Self-Assessment Tool for USJM

Chapter 1: Policy and procedure for Internal Quality Assurance							
Chapter 2: The Monitoring Instruments							
2.1 Student progress							
2.2 Pass rates and drop out							
2.3 Program organization							
2.4 Feedback labour market and alumni							
2.5 Research performance							
Chapter 3: Evaluation Instruments							
3.1 Student evaluation							
3.2 Course and curriculum evaluation							
3.3 Research evaluation							
3.4 Service evaluation							
Chapter 4: Specific Quality assurance processes							
1.1 Assurance student assessment							
1.2 Quality Assurance of staff							
1.3 Quality Assurance of facilities							
1.4 Quality Assurance of student support							
Chapter 5: Specific instruments							
1.1 Self-assessment-SWOT/G analysis							
1.2 Inter-collegial audit/peer review							
1.3 Information system							
1.4 Quality Assurance handbook							
Chapter 6: Follow-up activities							
Chapter 7: Strengths-weakness analysis							
7.1 Summary of strengths							
7.2 Summary of weaknesses							
7.3 Quality plan for the coming years							
Chapter 8: Topics for assessment of the IQA system							
	1	2	3	4	5	6	7
8.1 Policy and procedure for QA							
8.2 Monitoring							
8.3 Periodical review of the core activities (education, research and community engagement)							
8.4 Quality assurance of student assessment							
8.5 Quality assurance of staff							
8.6 Quality assurance of facilities							
8.7 Quality assurance of the student support							
8.8 Self-assessment							
8.9 Internal audit							
8.10 Information systems							
8.11 Public information							
8.12 A Quality Assurance handbook							
Key							
1= Absolutely Inadequate: immediate improvement must be made							
2= Inadequate: improvements necessary							

3= Inadequate: minor improvements will make it necessary							
4= Adequate as expected							
5= Better than adequate							
6= Example of good practice							
7= Excellent							
Chapter Nine: Requirements for Stakeholder	1	2	3	4	5	6	7
9.1 Policy							
9.1.1 The institution has a clear policy							
9.1.2 There is a clear formal strategy on IQA							
9.1.3 The role of all stakeholder is clearly described							
Overall opinion							
9.2 Monitoring							
9.2.1 Students progress is systematically recorded, monitored, feedback to students and corrective actions are made where necessary							
9.2.2 The institution has a structured monitoring system to collect information about the success rates and drop out among the students							
9.2.3 The institution has a structured method to obtain feedback from stakeholders for measurement of their satisfaction including the labour market and alumni							
9.2.4 The institution has a structured monitoring system to collect information on its core activities i.e. research outputs (number of publications, grants won by staff							
Overall opinion							
9.3 Periodical review of core activities (teaching and learning, research and innovation, and community engagement							
9.3.1 The instituting make use of student evaluation on regular basis							
9.3.2 The outcomes of the student evaluation are used for quality improvement							
9.3.3 The institution provides the students with feedback							
9.3.4 The institution has formal mechanism for periodical review or evaluation of the course and the curriculum							
9.3.5 The institution's research has an agenda and system for regular review of the outcomes							
9.3.6 The institution has a system for regular review of the community outreach							
9.3.7 Periodical review of the contribution to society and the community							
Overall opinion							
9.4 Students assessment							
9.4.1 Criteria for assessment							
9.4.2 Assessment procedures							
9.4.3 Regulations to assure the quality of assessment							
9.4.4 Appeals procedures							
Overall opinion							
9.5 Quality assurance of staff							
9.5.1 Adequate staff appointment procedures							
9.5.2 Adequate staff appraisal system							
9.5.3 Staff development activities							
Overall opinion							
9.6 Quality assurance of facilities							

5. Examination Policy

6. HRM Manual