

# **BUGEMA UNIVERSITY**



## **QUALITY ASSURANCE POLICY**

**(REVIEWED 2015)**

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## CHAPTER 1

### QUALITY ASSURANCE POLICY

#### **Background:**

In the year 2007, the Inter-University Council for East Africa (IUCEA) together with the Germany Academic Exchange services (DAAD) organized a workshop in Germany to deal with Quality Assurance issues among institutions of higher learning in East Africa. Bugema University was among the Universities that took part in this workshop.

In 2008, Bugema University underscored its determination to overhaul itself and review its programs and operations with a view of improving efficiency, relevancy and effectiveness by fully adapting the “Roadmap to Quality Assurance.”

Since then, the University has been involved in a number of Quality Assurance practices. For instance, the University put in place a Quality Assurance office under the directorship of the Quality Assurance Director. The University also designed a Quality Assurance policy which guides its operations. BU maintains the adaptability and flexibility of Quality Assurance in response to the changing circumstances. This dovetails well with our vision, mission, philosophy and objectives of the University.

In line with the University and Other Tertiary Institutions Acts (UOTIA) 2001 and amendment 2006, which requires institutions of higher learning to ensure that their standards conform to the standards set by the National Council of Higher Education, BU through this policy instrument shall take positive and proactive steps to ensure that quality of teaching and learning, research and community outreach are achieved.

#### **Quality Assurance Policy Review Rationale**

Due to the changing needs and dynamics within the operations of the University, the current policy has been found inadequate in addressing some areas within the operations of the University, hence the need for a policy review.

This policy necessitated a review to meet the changing needs of the University and the requirements of the national and international regulatory bodies such as the Adventist Accrediting Association (AAA), Inter-University Council of East Africa (IUCEA), National Council for Higher Education (NCHE), and other stakeholders.

The implementation of the QA Policy shall be spearheaded by the University top management and rolled out to all units of the University. The Policy shall apply to all academic and non academic departments of the University with a view of enhancing quality in the key functional areas of the University such as Teaching and Learning, Research and Publications, and Community outreach, among others.



### **Quality Assurance Policy Statement**

BU shall always endeavor to implement QA policy in line with its vision, mission and objectives. All its mandated activities shall be consistently and systematically judged, weighed and conducted under this policy. There shall be a need for the university to review its existing regulations, procedures and courses offerings under this policy. The university shall ensure that all the times it has in place well stipulated and widely understood criteria for judging performance standards in all its activities. Finally, this policy shall spell out the principles, guidelines, and procedures for implementing the quality assurance processes.

### **Codes of Practices**

Bugema University code of practice shall follow the guidelines provided in the NCHE Quality Assurance Framework for Universities and the Licensing Process for Higher Education Institutions (NCHE QA Framework, 2014).

### **Bugema University’s Vision**

Bugema University’s vision, according to the strategic plan 2006 – 2016, Bugema University envisions to training for excellence in service.

### **Bugema University’s Mission**

Bugema University “seeks to offer an excellent and distinctive holistic Christian education designed to prepare our students through training, research and scholarship for productive lives of useful service to God and society with uncompromising integrity, honesty and loyalty.

### **Bugema University Philosophy**

Bugema University holds as its philosophy the belief that true education fosters the restoration of the lost image of God in human beings through the harmonious development of physical, mental, social and spiritual dimensions of life. The philosophy is manifested in the “3H” program of the university curriculum, which emphasizes the learners’ balanced and positive development of the Head, Heart and Hands as they prepare for service here and for life in the hereafter (BU Academic Bulletin, 2012 - 2015)

### **Bugema University Values**

According to the strategic plan 2006 – 2016, in our quest for timely provision of quality service, we shall be guided by the following Core Values;

1. Pursue excellence in all that we do
2. Fairness, integrity and responsibility
3. The rights and responsibilities of freedom on inquiry and expression
4. Service to the local, national and international communities
5. Innovation, creativity and breadth of vision

## **Main objectives**

Bugema University shall be regarded as a university of choice for students, through excellent programs offerings, innovative delivery and high quality supervision of research, and the provision of quality support services. In brief, quality assurance policy of Bugema University aims to achieve the following objectives.

## **Quality Assurance Objectives**

1. To continuously improve the Quality Assurance System through reviews, programme assessments, streamlining and modernizing of the quality assurance function, policies, procedures, and their supporting protocols.
2. To ensure that the quality of academic programs at Bugema University meets the standards expected by all the stakeholders.
3. To provide guidance in identifying internal and external standards and criteria consistent with internationally recognized standards.
4. To provide guidance in development and implementation of internal and external quality assurance procedures and practices.
5. To ensure that graduates of Bugema University attain skills and the knowledge proficiency required through the academic programs that are offered.
6. To enable Bugema University to assure itself, its stakeholders and the regulatory bodies such as the National Council for Higher Education, the Adventist Accrediting Association, etc., that the University's policies, systems, and processes for development, maintenance, and enhancement of quality in all provisions are functioning effectively.
7. To facilitate the development of a culture of continuous quality improvement to achieve academic excellence.
8. Through the University organs to strengthen the independent role played by the Quality Assurance office in quality management and enhancement.
9. To ensure effective performance of staff and students.
10. To improve the university's environment in order to attract and retain staff and students.
11. To harmonize various quality assurance aspects/activities within Bugema University.
12. To strengthen ties with regional, national and international Quality Assurance agencies and Universities.
13. Establish, maintain and monitor regular and effective processes of evaluation and review to ensure that curricula, course materials and teaching practices are accessible to all students, relevant and informed by appropriate research, professional practices and student, graduate and employer feedback
14. Establish processes and budget mechanisms to enhance teaching skills through professional development for new and continuing academic staff, to recognize and reward school, group and individual practices that foster excellence in learning and teaching and to encourage initiatives that will improve learning outcomes for students
15. Increase the accessibility and flexibility of our educational programs by establishing simple and coherent degree structures; providing flexible study pathways; developing further our capabilities in online delivery and support; and pursuing opportunities for the collaborative or cooperative delivery of programs and courses within Uganda and abroad

16. Identify opportunities and pursue growth targets in appropriate disciplines, programs and student cohorts, recognizing the importance of utilizing alternative revenue streams
17. Conduct a study of the feasibility of creating an independent corporate entity to deliver educational products
18. Develop an international focus to the content and attitudes of the education we offer our students, by identifying and implementing best practice examples of internationalization of curriculum and delivery; by increasing opportunities for students from diverse backgrounds to research and study at universities overseas; and by actively valuing the cultural diversity of our student profile
19. Enhance community perceptions of the quality of our teaching and programs by actively promoting the educational achievements of our students, staff and graduates; by emphasizing the distinctive, research-led quality of the learning experiences we offer; and by effective engagement with national and international regulatory bodies concerned with learning, teaching and quality assurance.
20. To ensure the integrity of the academic awards of Bugema university
21. To continually improve quality of community services programs offered by Bugema university
22. To develop and refine internal quality assurance and enhancement mechanisms that are appropriate and to apply such mechanisms systematically across all programs offered by the university services provided to students and staff; and
23. To develop and sustain a culture of quality seeking and quality assurance among members on Bugema university community.

### **Benefits of Quality Assurance Policy**

If the Quality Assurance policy is adhered to, the following are the likely benefits Bugema University will enjoy:

- improved environment of learning
- improved infrastructure
- improved student performance and success in learning
- improved work performance of academic and support staff
- more focused approach to the implementation of the university's mission, vision and objectives
- improved performance of the graduates at their respective stations of work, this leads to society's confidence in the university
- enhanced capacity to compete with other institutions of higher learning nationally, regionally and globally
- the stakeholders will be satisfied and happy
- the administrative work will be rewarding
- the university will be an improved center for generating ideas and helping community to improve on their lives

## CHAPTER 2

### QUALITY ASSURANCE PRACTICE IN THE UNIVERSITY

#### **Quality Assurance Mechanism/Framework:**

The policy shall apply to all academic and non academic units of the University through internal and external quality assurance mechanisms. The internal will be assessed on a continuous basis while the external shall be based on a periodic basis.

The University through the University Council shall determine and approve quality management frameworks for all the academic and non academic units. Regular internal audits will be conducted to ensure that the QA policy is implemented.

#### **Areas of Internal Quality Assurance:**

The following will be areas of internal Quality Assurance which shall be assessed on a continuous basis:

1. Quality of programs and courses
2. Quality of academic and support staff
3. Quality of teaching and learning
4. Quality of student assessment
5. Quality of support services
6. Quality of resources, facilities and infrastructure
7. Quality of research
8. Quality of human resource
9. Quality of Finance and Administration Services.

#### **External Quality Assurance:**

To ensure that high quality standards are maintained, the University shall carry out external academic review through the following mechanisms:

1. External Examiners
2. External professional bodies
3. External accreditation agencies (i.e. NCHE, AAA, etc) or credible professional agencies.
4. Employers
5. Former students (Alumni)
6. Other Universities
7. Internship/Practicum/Industrial attachment feedback reports

#### **Responsibility for Policy Implementation:**

The Vice Chancellor of BU shall oversee the implementation of this policy.

### **Academic Quality Management Policy**

The policy shall be implemented and carried out in the context of the BU's Vision, Mission and Values Statements.

The policy is based on the expectation that high quality standards shall be achieved and maintained and that academic programs shall be internationally recognized.

Quality management shall include all of the following activities;

1. Mandatory internal moderation procedures to ensure validity of student Assessments and reliability of marking
2. Assessment and monitoring of academic honesty
3. Monitoring academic staff performance standards
4. Self-study reports
5. Standardized program and course development procedures, which include Senate approved guidelines/templates.
6. An annual appraisal of
  - i. What the department is trying to do (*planning*)
  - ii. What it has done (*doing*)
  - iii. Monitoring and evaluating processes and outcomes, (*Reviewing*) and,
  - iv. Making appropriate changes based on the data (*improving*)
  - v. Academic and non academic staff performance
7. Taking measures to remedy gaps and mis-performance.

### **Areas for Internal Quality Assurance**

The following areas for internal quality assurance are further described.

#### **1. Quality of Programs and Courses**

Assessment of quality in program specification or description, program organization, program content, program design and implementation 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 regulatory bodies such as NCHE and AAA.

#### **2. Quality of Academic Staff**

Assessment of quality in academic staff shall include expectations with regard to qualifications, scholarly work and continuing professional development. Benchmarks for minimum qualifications, scholarly work and involvement in continuing professional development activities shall be determined by academic

departments/schools. Guidelines and procedures from the Performance Management and Appointments and Promotions procedures shall be considered when developing these academic staff expectations.

### **3. Quality in Teaching and Learning Experience**

1. Assessment of quality in teaching and learning shall cover the following;

- i. Use of well established tools such as the Head of Department's assessment,
- ii. Student Evaluations.
- iii. Peer reviews
- iv. Individual performance management goals, Appointments and Promotions Procedures that pertain to teaching shall be included in the assessment of quality of teaching.
- v. The Quality Assurance office and schools/departments shall have an advisory and supportive role in the improvement of teaching, for example, through implementation of the induction courses for academic staff, ongoing professional development programs, self-assessment programs at program level.

Teaching Improvement Grants and Teaching Excellence Awards.

2. Assessment level of student engagement in the teaching and learning experience.

### **4. Quality in Student Assessment: Internal Moderation**

Quality assurance mechanism for determining quality of student assessments, both continuous and final shall be developed. 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.

### **5. Quality in support services**

Assessment of quality in the academic and non academic support services provided to Schools/departments in terms of library resources, laboratory services, administrative support, student services and security services.

### **6. Quality of resources, facilities and infrastructure.**

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, etc

### **7. Quality of research**

This policy shall work as a tool to direct the quality of research and publication conducted in Bugema University as per the research policy of Bugema University.

It is expected that all those conducting research under the support of Bugema University, irrespective of whether they are lecturers, employees, students or visiting researchers at the University and also irrespective of their source of funding and or the field in which they will conduct their research or the site where the research will be conducted from, to honour the quality of the research as required by the university quality assurance policy. (Refer to the guidelines to the conduct of the research in the BU research policy)

In order for BU to improve its research initiatives, it shall train both undergraduate and graduate level students how to conduct research. BU shall also encourage all its teaching staff to carry out research every year and shall be committed to maintaining and expanding its research capacity to achieve research and research training of international distinction. Quality of research shall include the following:

1. Assessment of capacity to perform research at the individual and School/Departmental level.
2. Assessment of the research relevance to the discipline, Bugema University, locally and globally.
3. Assessment of external research and internal funding
4. Assessment of research management
5. Assessment of research findings and dissemination
6. Assessment of research & research training strategies whether they reflect international best practices.

## **8. Program Review Process**

1. Programs shall be reviewed once every three years, or depending on the duration of the program. This shall be done after making tracer studies or when the need arises.

### **2. Purpose**

The primary purpose of a program review shall be to evaluate five aspects of a program;

- i. Quality
- ii. Resource use
- iii. Contribution to the Mission and Vision of the institution
- iv. Adaptability
- v. Transferability and recognition of qualifications.

## **9. Implementation of the Internal Quality Assurance Framework**

- i) All operational units (academic and non-academic) in the University shall be required to assess themselves on a periodic basis.
- ii) The Vice chancellor through the Quality assurance office shall oversee all quality assurance issues.

### **External Academic Review**

**i. Areas of External Review will include but not be limited to the following areas:**

- i. Courses/programs content and delivery
- ii. Student assessment
- iii. Programme resources
- iv. Academic staff qualifications, scholarly work and professional development activities.

**ii. Procedures for External Review will include but not limited to the following areas:**

- i. Review of documents, i.e., staff and students records
- ii. Observations, e.g. lecture room teaching, laboratory work, counseling, etc.
- iii. Interviews with staff, students, senior management, etc
- iv. On site visits to the academic and support units at an agreed time and duration to examine the quality, reliability and validity of the data through review of documents, observation and interviews with staff and students.

**iii. The following documentation should be available for the External Academic Reviewer (s). Other documents may be required and should be made available upon request of the External Reviewer (s)**

- i. Students assignments, tests, projects, examination papers, answer scripts
- ii. Academic staff course materials such as course outlines, handouts, monographs, laboratory manuals and study guides.
- iii. Programme and course structure and content
- iv. Physical facilities: laboratories and equipment, library facilities, computer facilities.
- v. Information and Administrative support
- vi. Financial support information, i.e. research grants, conference funds, etc.
- vii. Academic staff Curriculum Vitae
- viii. **Publications by academic staff**
- ix. Student tracking information, i.e. progression and employment data
- x. Records
- xi. Library materials such as reference books, etc.



## CHAPTER 3

### STRUCTURE OF QUALITY MANAGEMENT

#### **University Quality Assurance Office:**

Whereas the University and its various operational units shall continue to strive to meet set quality standards in carrying out their day to day activities, there shall be a university Quality Assurance Office (QAO), whose task will be to constantly monitor, evaluate and implement Quality Assurance policies, procedures and processes at Bugema University as shall be set by the Quality Assurance Committee. The pivotal role of this organ is to determine whether or not quality standards set internally for measuring performance in all core operational areas of the university are constantly met and updated.

#### **University Quality Assurance Committee:**

The University Quality Assurance committee shall consist of the following:

- i. Chairperson – (Representative from the council)
- ii. Two representatives from the council
- iii. Two representatives from the Management
- iv. One Administrative representative.
- v. Two representatives from the Senate
- vi. One representative from the Ministry of Education
- vii. Two representatives from students (undergraduate and graduate)
- viii. The Quality Assurance Director (Secretary).

The University Quality Assurance Committee shall be responsible for designing the QA policies and frameworks within which Quality assurance practices at Bugema University will be implemented.

#### **QUALITY ASSURANCE DIRECTORATE (QAD):**

The Quality Assurance Directorate (QAD) shall be managed by a Director of QA who will see the day-to-day activities of the QA office on behalf of the Vice-Chancellor.

#### **Duties/Functions/Responsibilities of the Quality Assurance Director:**

- Ensuring that set performance standards in all aspects of university functions are appropriate and relevant;
- Provide leadership for QA and good practice at the University.
- Developing and periodically updating general operational files to guide university-level QA operations, as well as instruments for use in internal evaluations;

- Accountable for Monitoring and implementing the QA activities in all units as per the set standards;
- Lead the development and oversee the implementation of University-wide QA initiatives;
- Contribute to the identification, development and promotion of the University's quality assurance protocols and mechanisms.
- Providing advice and guidance to implementation units on the execution of QA activities;
- Coordination of internal self evaluation of quality assurance systems;
- Analysis of all QA reports (students' course evaluations, External Examiner's reports, external audit reports, etc.) and identification of issues arising from them for the attention of the management at departmental , school, and university levels;
- Facilitation of external evaluation of BU and its academic programs;
- Monitoring the implementation of internal and external evaluation recommendations;
- Advising the Vice Chancellor on Quality Assurance matters relating to teaching/learning, research and development, and community outreach and consultancy activities.
- Linking BU with IUCEA, DAAD, NCHE and related agencies in QA matters;

#### **Duties of the Quality Assurance Assistant:**

The QA Director will be assisted by a Quality Assurance Assistant whose duties are to:

- i. Initiating action plans and carrying out activities falling under his/her respective jurisdiction.
- ii. Assist in coordinating and supervising of all activities carried out at the QA office.
- iii. Answering questions from all stakeholders regarding QA policy and implementation of QA at BU as assigned by the Director.
- iv. Advising on Quality Assurance matters in all academic and non-academic programs.
- v. Liaising with all schools, departments and all operational units in the University so as to guide the research agenda in the desired direction.
- vi. Developing and maintaining the publication of Quality Assurance Journal.
- vii. Representing the Director in meetings within and outside the University as/and when instructed.
- viii. Oversee proper planning, development, and managing of Quality Assurance budgets.
- ix. Carrying out evaluations and documentation of the QA office progress.
- x. Overseeing programs and policies that promote quality and academic excellence in the university.
- xi. Writing proposals for resource mobilization for the QA office.
- xii. Leading out all the schools, departments and all operational units in carrying out their self assessments at program level and at institutional levels.
- xiii. Performing the functions of the Director in his absence when so instructed.

#### **Program Officers:**

The Quality Assurance office shall have program officers responsible for curriculum development, research and evaluation, and support services respectively.

### **Administrative Assistants:**

The Quality Assurance office shall also have an administrative assistant who will be responsible for provision of administrative support to the office.

### **Quality Assurance Sub-Committee:**

The Quality Assurance Director shall have a committee at the Directorate level to assist him/her to monitor, evaluate and implement quality assurance matters in the University.

### **Membership of the QA Sub-committee:**

- i. Chairperson – Quality Assurance Director
- ii. One representative from each department or school (both academic and non academic).
- iii. One representative for academic staff
- iv. One representative for teaching staff
- v. Two student representatives (i.e. undergraduate and post-graduate)
- vi. One representative from administrators.

### **Terms of Reference:**

- i. To promote the University QA culture within the schools, departments, and all operational units.
- ii. To establish and monitor quality standards and practices;
- iii. Review and evaluate Quality Assurance Systems and procedures
- iv. Attend to specific recommendations from the University Quality Assurance Committee on Quality Assurance.
- v. To handle irregularities of staff and students.

### **QA Roles of Participatory Organs**

Participatory Organs include departmental meetings, faculty/school boards and their technical committees, Senate and its technical committees (e.g. undergraduate studies/higher degrees committees and Research and Publications Committee, etc).

The core QA role of these organs shall be to oversee quality in their respective areas of jurisdiction.

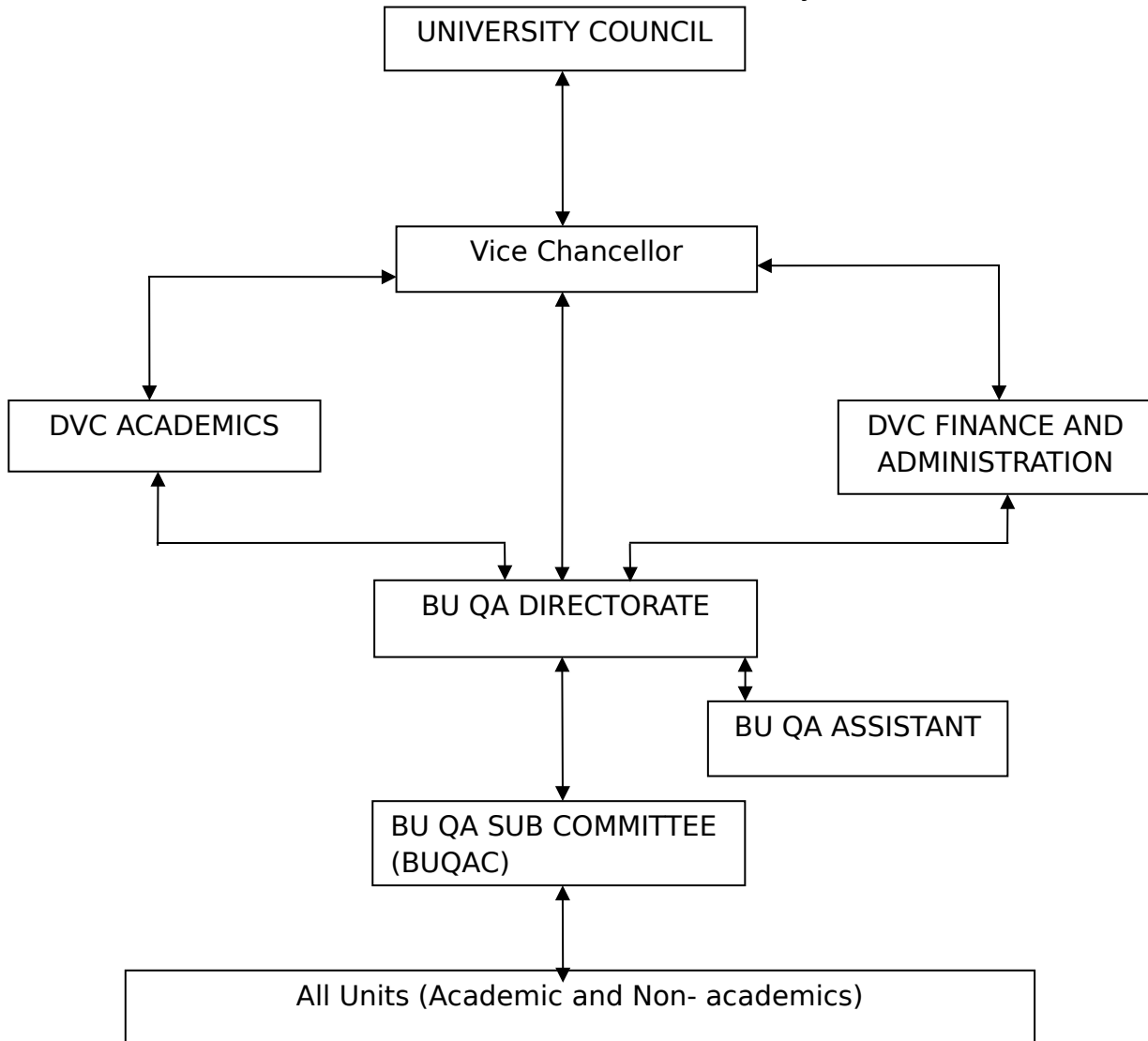
- Ensuring that their respective unit/operational area has in place appropriate quality standards to guide the implementation of its mandated functions, and that the standards are regularly reviewed for sustained relevance;
- Regularly assessing the performance of implementers in the respective units in light of the set quality criteria;

- Frequently upraising implementation of recommended improvements and directing corrective measures against poor implementation.

## **STRUCTURAL FRAME OF BUGEMA UNIVERSITY QUALITY ASSURANCE SYSTEM.**

The Quality assurance and improvement processes in BU reflect the values, mission and philosophy as well participation of the organization through its various units and organs as illustrated below.

**Structural Frame for the BU QA system**



**Figure 1: Quality Assurance Structure of Bugema University:**

## CHAPTER 4

### QUALITY OF SUPPORT SERVICES:

#### Quality of Library Services

- BU shall ensure that the Library is well equipped with the following:
  - Highly specialized and friendly library staff
  - More than a thousand copies of up-to-date hard copy text books and print journals for each academic program with title and diversity kept in mind.
  - Access to E- resource materials like e-journals and e-books.
  - Continuous user education/information literacy
  - High speed internet
  - Wireless hotspot 24/7
  - Repository
  - Bindery
  - Circulations services
  - Reference and ICT services
  - Magazines and Journals
  - Archives
  - Audio visual (AV)
  - Photocopying and printing.
  - Junior readers
- BU will also ensure that the Library offers the following facilities:
  - Conference and seminar rooms
  - Reading carrels
  - Discussions rooms

#### General Library Policy

- The University shall benchmark with other institutions of higher learning for the adoption of best library practices used elsewhere.
- Bugema University library staff shall put in place qualitative improvement in the services offered to the students by the staff that has become passionate and resourceful with their university
- The Bugema University librarian shall mobilize resources from the University and other sources to fulfill all department requirements and needs.
- The library staff shall be trained in recent areas of library operations. E-skills such as E-resource automation shall be emphasized and acquired by the professional staff. As an outcome, the quality of library services and usage will be enhanced.

- Likewise, the librarian shall organize sensitization workshops for the teaching faculty to learn the new developments in the library, i.e., library automation, e-library services by arranging in-house and external training programs.
- Training of the library staff in use of new developments in technology such as the Education Resource Management System - ERMS and other skills shall to be arranged by the University.

### **Student Library Usage Policy**

- The University shall involve students in the conservation of the library resources thereby inculcating service mindedness in them to gain the best out of the library.
- The students shall be given orientation of how to use the library facility and resources by the librarian.
- Bugema University shall work towards making the attitude of students about library usage positive through awareness workshops organized by trained personnel; this will help them learn about the value of a library and its services.
- There shall always be a dedicated professional library staff to train new students and staff about the library resources usage and opportunities.
- The university shall provide a conducive and desired reading environment for students, staff and the community.
- Students shall maintain maximum silence while in the library.
- There shall be a security desk where all library users will leave their belongings before entering the library.

### **Library Collections and Accessibility**

- Bugema University Library shall have its less used collection in the reserve, however with time these collections should be increased in case of any syllabus or content changes.
- The university library shall always have books and e-resources that have relevance to the programs being offered at all major departments in the respective schools.
- The library staff shall be knowledgeable in the storage and cataloguing of university resource collections to make searching for the resources/books easy
- The university library shall have collections of different political, economic and social needs to enhance the community usage of the library resources.

- The library shall always have an emergence of Internet connectivity which should also be able to provide a largest repository of information and knowledge.
- The library shall employ the use of new tools and technologies for dissemination of information.
- The university libraries shall seek for changes in user behavior by collecting and interpreting library user feedback information over time.

### **Quality of Laboratory Services**

The University shall equip all science and computer laboratories with the most up-to-date equipment appropriate to the programs being offered in the University. (Refer to facilities and Infrastructure).

### **Quality of Student Services**

The University shall provide quality student services in all its spheres of operations. For example this shall be reflected in handling of students, catering or cafeteria services, accommodation, church services, co-curricular activities, counseling services, academic families, etc.

All the support services departments shall equally have a responsibility to maintain professional standards appropriate to the service function, and to plan, manage and review the services they provide to ensure that those services align with institutional priorities, support academic developments and add to the quality of the student experience. Support Departments which provide services directly to students have an additional responsibility to:

- i. Gather information on student needs and priorities to inform the planning of the service,
- ii. Consider student feed back, through local surveys or through the student satisfaction survey,
- iii. Develop an ethos of customer service.

### **Quality of Administrative Support**

Commitment from the top administration is an essential pre-requisite for an effective quality assurance system. Members of top management are the bedrock, the anchors of Quality Assurance. The Administrative roles will be as follows:-

- i. Guide the University in reviewing the organizational performance for quality assurance.
- ii. Establish a clear mission, articulate core values, and communicate high expectations of performance at all levels.
- iii. Create and sustain an educational environment that promotes ethical values and equity for all stakeholders at Bugema University.
- iv. Encourage research, innovations and pursue current and future opportunities for improvement.



- v. Establish priorities for quality improvement to ensure that Bugema University's Mission is successfully achieved.

### **Quality of Security Services**

Bugema University as a cosmopolitan community and with its present expansion shall be required to recruit well trained and qualified security personnel to man the security department. This department shall consider the following:

- a) Safe Custody
  - o Security personnel shall be required to protect life and property of Bugema University.
  - o To prevent and detect crime
  - o To inform and advise the administration on matters relating to security in the University.
- b) Integrity and honesty
  - o The security personnel shall be obliged to work with a lot of integrity as a way of building trust to management of the property of the university, staff and students.
  - o The security personnel shall be required to guard BU community members and to direct visitors.
  - o The QA directorate shall organize periodic security workshops that can help build trust between students, staff and the administration of Bugema university
- c) Qualification of the staff
  - o The security staff recruited shall be literate to enable them communicate effectively to members in such a cosmopolitan and academic environment.
  - o The minimum qualification of the security staff shall be Ordinary level, or its equivalent.
- d) Training and professionalism
  - o The security staff shall be trained to meet the requirements stipulated by the national security guard standards.
  - o BU shall build the confidence of security staff through training by using professional security bodies in the country like the Uganda Police, and other security organs.
- e) Respect
  - o There shall be respect between the security staff in Bugema University and the university staff, faculty and students.
  - o The university shall build disciplinary and reconciliation platform for the employees in the security department.
- f) Welfare

- o Bugema University shall consider employees' welfare as a priority of the institution.
  - o The University shall provide appropriate housing, remuneration, and motivation to the security personnel to enable them carry out their duties with diligence and due professional care.
- g) Tools/Gadgets
- o BU administration shall provide appropriate security tools to the security personnel such as firearms, ammunitions, bows and arrows, security uniforms, dogs, alarms, among others.
  - o The security personnel shall use the security gadgets provided to them by the University with due professional care, skill and diligence.

### **Quality of Communication and Information:**

The quality assurance directorate shall ensure that the entire academic, administrative and support units of the university are receiving up-to-date information. Communication being a key component of development, Bugema University shall constantly ensure effective communication to the students, staff, faculty and other stake holders.

Bugema University shall provide appropriate communications facilities such as telephones, internet connectivity, notice boards, and other relevant communication gadgets to students, staff and faculty for the purposes of disseminating information.

**The following are the key areas that each student, staff and faculty will be expected to respect and adhere to;**

#### **General Principles**

Employees shall use Bugema University information technology and communications facilities sensibly, professionally, lawfully, and consistently with their duties.

All information relating to Bugema University clients/customers and our business operations shall be kept confidential.

Staff, faculty and students shall be expected to treat Bugema University paper-based and electronic information with utmost care.

Many aspects of communication shall be protected by intellectual property rights which are infringed by copying.

#### **General Notice Board Communication**

Bugema University shall provide sufficient notice boards which shall be located in appropriate areas within the vicinity of the target groups.

All information shall be handled by a responsible and accountable personnel who shall control the postings or removal from the notice board.

All information posted for public consumption shall pass through appropriate offices for approval before posting on the notice board.

All information required to be communicated to students shall always either be posted to the general notice boards, departmental notice boards or the respective halls of residence and on the student's Guild office notice boards.

Only appropriate and designated notice boards shall be used for communication purposes.

### **Use of Electronic mail**

Bugema University shall be mandated to design a local area network with a webhost such as Google or any other appropriate host where all staff, and students' mail communication will be channeled.

BU shall devise means where every student in the University shall be registered electronically at admission stage or registration stage and all communication being sent out shall automatically reach out to every individual.

Bugema University shall ensure that every staff, faculty and students have a local e-mail address through which communication shall be delivered or sent to each intended recipient.

Security measures shall be undertaken to ensure that the intended recipients are protected.

There shall be a centralized office set up by the administration to control all the in-coming and outgoing information on the website.

### **Quality of Faculty Homes**

Faculty homes are essential part in the training of students. A good house with a good and organized landscaping environment gives relaxation to a tired faculty/staff member after a hard day's work.

- Faculty/Staff member living in university rented premises shall therefore endeavor to landscape the environment to give a face lifting to their residences.
- This is geared towards the effort the institution is taking to add value to the physical appearance of the whole campus.

The following shall therefore be embarked upon as part of the activities that will enhance beauty in the surrounding areas of faculty homes:

1. Planting of flowers and hedges around faculty homes
2. Cutting and shaping hedges to a height that shall allow security officers to do security checks.
3. Frequent slashing of lawns and bushes around the premises
4. Checking drainage of compound and reporting situations that need attention to the Physical Plant Manager.
5. Reporting leakages and repairs to be done through the Physical Plant Manager
6. Any other repairs that should be done to the appropriate department.
7. BU shall also endeavor to repair, maintain, and keep the worker's homes conducive for living.

### **Additional Structures**

Occupants in any faculty home shall seek permission from the department responsible for all residences when constructing additional structure within the compound. Refusal to adhere to this rule shall be dimmed insubordination that shall be looked into by the Administration.

### **Rearing of Animals**

BU workers shall be allowed to rear animals on Campus, but Bugema University workers who reside in any university rented premises and raising poultry birds, goats, sheep, cows and or any other domestic animals shall confine them to a raised structure conducive to them. Under no circumstances shall such animals be left to disturb neighbors or left free to stay on the streets of Bugema University.

## CHAPTER 5

### QUALITY OF TEACHING AND LEARNING:

Bugema University shall adhere and implement the NCHE regulations on the standards as mentioned in the Quality assurance framework for Universities and licensing processes for Higher Education Institutions of January 2014 such as Statutory Instrument No. 63 of 2007: Minimum entry requirements for admission to Universities and Other Tertiary Institutions Regulations, 2007 and Statutory Instrument No. 34 of 2008: Quality Assurance Regulations, 2008.

The quality of teaching and learning shall be divided using the following dimensions:

1. Quality of Input
2. Quality of Process and
3. Quality of Output

#### **Quality of Input:**

Bugema University shall ensure that the quality of academic staff, support staff, profile of students, student advice and support, and facilities and infrastructure is adhered to in accordance to the standards and regulations regarding appointment, promotion, and dismissal of staff in accordance to the guidelines stipulated in the BU Staff & Faculty Handbook, 2011, the NCHE regulations, and the respective statutory instruments such as Staff/student ratios in various programs (Schedule 4, Statutory Instrument No. 80 of 2005); recruitment policies and use of part-time staff (Schedule 4, Statutory Instrument No. 80 of 2005; Student's assessments of academic staff and their usefulness in improving teaching performance in the Quality assurance regulations, SI No. 34 of 2008; and the ECD Working policy of 2007.

To achieve this, the following shall be put into consideration:

- Adherence to and improving of the minimum requirements of courses of study issued by NCHE such as the design, content, program organization, duration, contact hours, and the assessment of what is taught.
- Offer programs which both meet students' needs and also provide an experience that lives up to their highest expectations;
- Providing access to information to students in the following units such as libraries, laboratories, classrooms, auditorium, computer and internet access, space, books, and computer access as stipulated in schedule 4, (Statutory Instruments 2005, No. 80)
- Providing appeal mechanisms for students.

**Quality of the Process:**

BU shall ensure that the program specification, content of the programme, organization of the program, didactic and pedagogical concepts, and the student assessment meets the minimum standards provided by the National Council for Higher Education (NCHE), the Adventist Accrediting Association (AAA), and BU Quality Assurance guidelines and standards. To achieve this, BU shall ensure the following:

- Regularly arrange external evaluation of the quality of the teaching programs offered by its units in terms of their contents, delivery methods, and internal assessment processes.
- Involve professional bodies, potential employers and other relevant sections of the society in reviewing and evaluating academic programs through curriculum review workshops, and other appropriate mechanisms.
- All programs shall undergo at least one review within a span of three years to check on the relevance of what is taught for the job market and the national growth.
- As a matter of procedure, ensure that all major curriculum reviews or introduction of new programs are informed by stakeholder inputs.
- Strive to ensure that the programs help in the attainment of the University's academic vision, mission and philosophy.
- Establishing evaluation methods for examining and assessing students, such as examination regulations and academic awards.
- Establish appeal mechanisms for the students.
- Carry out internship programs for BU students to provide the practical aspects of what has been taught.
- Conduct church services for spiritual nourishment of students.
- Carry out and support various sports activities.
- Provide security for students, staff and faculty.
- Encourage academic family activities
- Encourage students to do work program.

**Quality of Outputs:**

BU shall monitor the quality of its graduates, quality of research and publications and performance of alumni in the job market. To do this, the University shall do the following:

- Establish ways of monitoring the quality of graduates measured against the quality of entering students.
- Monitor the percentage of institution graduates employed in the year of graduation to above 40%.
- Carry out periodic tracer studies of the where about of BU graduates. The University shall establish a system to follow up graduates and track them after completing their studies.
  - It shall monitor the period it takes graduates of BU to get full employment after graduation.
  - Monitor the time students take to graduate.
- Carry out quality of research and publications and disseminate the results for improvement.
- Set up quality of community outreach programs.
- Participate in national and international sporting events to put the university and country on the world map.
- Establish Monitoring mechanisms for the internship programs to enable the students be competent.
- Establish mechanisms for patent registration, consultancies and other awards obtained by staff and students of BU.

## CHAPTER 6

### QUALITY OF FACILITIES AND INFRASTRUCTURE

Facilities and resources are very important and should be in line with the formulated goals and aims with the designed program. BU shall ensure that the physical resources to deliver the program, including equipment, materials and information technology are sufficient.

- BU shall ensure that the equipment is up-to-date and readily available and effectively deployed.
- BU shall ensure that Information Technology systems are set up and upgraded regularly. That's the Electronic Resource Management System (ERMS) that BU uses shall continuously undergo improvement for better quality education service provision. The system shall be able to facilitate and quicken the students' registration process, grading, graduation clearance, library services such as book loan, e-journals, e-books, digital library, repository, directory, governance structure of BU, grades, book renewal, long distance learning, etc.
- BU shall ensure that the CT department and the IT support centre continuously provide a highly accessible computer and network infrastructure that will enable the campus community to fully exploit information technology for teaching, research and development, services and administration.
- BU shall ensure that there are enough lecture halls, seminar rooms, laboratories, reading rooms, and computer rooms available. That's BU shall also maintain a minimum space of 1square metre per student for computer laboratories.
- BU shall ensure that the library is sufficiently equipped for education. That's BU shall ensure that a minimum of a thousand up-to-date titles for each academic program is available in the library. It will also ensure that the library is within easy reach in terms of location and opening hours.
- BU shall ensure that laboratory facilities and support staff are sufficient. That's BU shall aim at keeping the Student to library book ratio to above 1:20. It will also ensure relevancy and diversity of the resource materials.
- BU shall ensure that there are sufficient audio-visual aids.
- BU shall ensure that there are enough computers. That's BU shall maintain a computer/student ratio of above 1:20.



- BU shall always endeavor to maintain classroom space, computer laboratory space, library space, and science laboratory space to a minimum of  $1m^2$  per student.
- BU shall maintain administrative staff office space, and academic staff office space to a minimum of  $3m^2$  per staff.
- BU shall ensure availability of sports fields for students. That's BU shall maintain at least 1 field for 1,500 students.
- BU shall provide facilities for the disabled on all buildings at the University.
- BU shall provide emergence exits on all its buildings as a precautionary measure in case of accidents.
- BU shall have a sports venue consisting of the tennis court, swimming pool, volley ball, hockey, cricket, net ball and any other game. There shall be 1 of each field for at most 2000 students.
- BU shall have a conference hall where staff, faculty and students meetings can take place. There shall be at most 1 for 1000 registered students.
- BU shall establish student union offices at each of its campuses. There shall be at least  $20m^2$  for 1000 students.
- BU shall maintain the Bugema University Health Centre building in good condition, and shall carry out regular renovations on all buildings on campus
- BU shall install Fire extinguishers and Safety equipment on all its buildings for safety precautions.

## CHAPTER 7

### QUALITY OF HUMAN RESOURCE

#### Quality of Faculty/Staff

The quality of academic and non academic staff enhances the quality of all programs (i.e. academic and non academic programs) within an academic institution. Bugema University shall:

- Employ or recruit workers with required and appropriate qualifications in all its programs.
- Develop and implement flexible and responsive human resource practices to support staff through all stages of their employment at the University.
- Undertake effective staff planning to develop and implement human resource practices which build the intellectual strength and skills to achieve the University's goals and plans.
- Institute effective communication processes to share good human resource practices and elicit feedback to inform the University's goals and plans.
- Ensure that staff appointment and recruitment, review, promotion processes and staff development programs are consistent with student focused values, reflect the teaching research nexus, and support early career researchers and research leaders.
- Ensure that staff is provided with professional development as well as appropriate training and support to engage with a culturally and linguistically diverse mix of students, students and external partners.
- Conduct regular surveys of opinions, needs, and expectations of staff.

#### Quality of Faculty/Staff

There is need at BU for a strong professional Academic staff who:

1. Hold adequate qualification/certification in the disciplines they teach.
2. Maintain high expectations for student achievement that is evident in every aspect of classroom work.
3. Teach students how to learn by helping them to see the continuity in their learning and offering them the encouragement to apply learned skills in one field to other fields and to everyday living experiences.
4. Provide students with ample opportunities to practice skills taught in order to grasp concepts.
5. Create consistency in learning methods that include problem- solving, thinking and creative activities.

6. Hold students responsible for completion of work assigned within established standards for quality.
7. Set challenging and interesting classroom assignments that are appropriate to the subject and that clearly relate to other lessons taught.
8. Use a wealth of materials and many different approaches to teaching concept.
9. Relate, as often as possible, the objectives of lessons taught to students backgrounds, communities, and cultures.
10. Maintain discipline in the classroom to foster the optimal learning environment.
11. Keep students consistently informed on how they are doing and what they will be doing next, and discuss the significance of each step and its relationship to concepts previously taught.
12. Keep students informed as to how well they are doing by occasionally conveying to them their level of success.
13. Use testing and evaluation as a tool to measure student progress as well as determine curriculum changes and teaching strategies in order to accommodate the diverse needs of groups of students.

When recruiting academic staff, Bugema University shall endeavor to adhere to the guidelines or recommendations provided in the statutory instrument provided by the NCHE under Statutory Instrument No. 50 of 2010.

**Table 1: Recommended qualification for Academic Staff in the university**

<b>Academic Position</b>	<b>Research /Position</b>	<b>Library Position</b>	<b>Qualifications</b>
Teaching Assistant	Assistant research fellow	Library assistant	1 <sup>st</sup> class Degree /upper Second or lower second (in special circumstances).
Assistant Lecturer	Research Fellow	Assistant Librarian	Master's degree
Lecturer	Assistant Research Fellow	Librarian	Master's degree but on PhD track
Senior Lecturer	Senior Research Fellow	Senior Librarian	Ph.D, original contribution to knowledge through research and publication
Associate Professor	Associate Research Professor	Deputy Chief Librarian	Ph.D, teaching experience of at least 7 years, publications
Professor	Research Professor	Chief Librarian	Ph.D, teaching experience at least 7 years, publications

Table 2: Academic Staff Appointment & Promotion\*

	<b>Position</b>	<b>Entry qualification</b>	<b>Next level</b>	<b>Condition for promotion</b>
1	Tutorial Ass. Teaching Ass. Library Ass. Research Ass.	1 <sup>st</sup> degree honors First or upper second division. Lower second acceptable in special circumstances	Ass. Lecturer, Ass. Research Fellow, Ass. Librarian	Master degree with a B+ performance or above academically good
2	Ass. Lecturer, Ass. Research Fellow, Ass. Librarian	Master degree with a B+ performance or above academically good	Lecturer Librarian Research Fellow	Masters degree and three (3) published papers
3	Lecturer Librarian Research Fellow	Masters degree with a B+ and three (3) published papers	Lecturer Librarian Research Fellow	PhD, minimum of three (3) years of teaching experience at the university level since last promotion with five (5) published papers in referred journal
4	Lecturer Librarian Research Fellow	PhD, minimum of three years (3) of teaching experience at the university level with five (5) published papers in referred journal	Senior Lecturer Senior Librarian Senior Research Fellow	PhD, minimum of three (3) years of teaching experience at the university level since last promotion, with eight (8) published papers in referred journal (at least 2 at international level)
5	Senior Lect. Senior Lib. Senior Research. Fellow	PhD, minimum of six (6) years of teaching experience at the university level with eight (8) published papers in referred journal (at least 2 at the international level)	Ass. Professor, Ass. Research Professor, Deputy Chief Librarian	PhD, minimum of three (3) years of teaching experience at the university level since the last promotion, with twelve (12) published papers in referred journal (at least 5 at international level) together with originality in research findings
8	Ass. Professor, Ass. Research Professor, Deputy Chief Librarian	Ph.D, minimum of ten (10) years of teaching experience at the university level with twelve (12) published papers in referred journal (at least 5 at international level) together with	Professor, Research Professor Chief Librarian	PhD, minimum of three (3) years of teaching experience at the university level since the last promotion, with fifteen (15) published papers in referred journal (at least 6 at international level)

		originality in research findings		together with originality in research findings, Administrative ability. Also, must have Supervised at least 4 PhD projects.
9	Professor, Research Professor Chief Librarian	The same conditions for promotion into these cadres as shown above apply to candidates to be appointed into these positions	-	-

Source: Extracted from Quality Assurance Framework and Licensing Process 2011.

It is important to note that ranking is not automatic. Those who are qualified must indicate and apply in writing to the management to be considered for ranking.

### **Terms and conditions of employment and payment**

#### **Recruitment and Appointment:**

- Positions of full-time workers shall be given the SDA applicants in good and regular standing.
- All full-time workers recruited should conform to the standards as set by the SDA church and should have the appropriate academic qualifications and expertise.
- Non SDA applicants shall be recruited if they have the required academic qualifications and expertise in the area, but on a full-time contract basis.
- The recruitment of new faculty and staff members is primarily the function of the Vice-Chancellor through the Human resource office.
- Academic staff shall be screened through the respective departments and schools, recommended to Senate for approval, then to the Administrative Board before being finally approved for employment.
- Non Academic staff shall be screened through the Recruitment & Appointments Committee, then to the Administrative Board and finally to the Administrative Board.

#### **Full time, salaried, pensionable faculty and staff:**

These categories of people are usually

- Adventists in good and regular standing
  - Holding a Masters or above degrees
  - Hired on denominational terms-usually from other SDA church organizations  
Sometimes from outside Uganda Union, IDE – from outside ECD and IUE—from ECD
- Faculty working full-time in departments other than teaching such as Business Office, Administrative offices, etc
  - is expected to teach up to 6 hours a semester. These individuals must be eligible to teach in the University as per stipulated policies. In the event that these individuals have to teach more than 6 hours, then the excess shall be paid as extra load.
- To be deemed extra load, the following conditions shall be adhered to:
- Any credit hours above 15 hours for a regular instructor up to 18 credits.
  - Any credit hours above 09 hours for a head of department up to 15 credits
  - Any credits above 6 hours for a Dean of School or any staff working in another capacity up to 12 Credit hours.

#### **Contract full-time faculty and staff:**

Are usually

- Qualified to teach in University,
- Do not have to be members of the SDA church
- Hired only for an annual contract renewable at the beginning of the new financial year. (July1-June 30).
- Support staff who may be needed for their special abilities
- Salaried depending on annual budget

#### **Adjunct faculty:**

These are individuals who are known to be employed by other universities or institutions but may be needed to teach courses in their expertise which we may not have.

- Their wages are for the hours actually taught.

#### **Staff:**

These are individuals whose work in offices to support the academic staff in the University. They include for example, secretaries, accountants and other people working in the premises but not teaching.

#### **BU Staff Appraisal System:**

The following quality assurance instruments shall be designed for staff appraisals:

- i. Instruments by students to assess their Lecturers.
  - ii. Appointment and Promotion guidelines
  - iii. Peer evaluation/peer observation
  - iv. Top to Bottom evaluation
- 
- All the above instruments shall be manned by the Quality Assurance Directorate.
  - These instruments shall be administered at the end of every semester.
  - The QA assurance office shall use the evaluations of the above instruments to provide feedback to both teaching and non teaching staff intended for improvement of the teaching and learning process of the students.

**Staff and Faculty Ranking:**

The staff and faculty who will have attained additional qualifications shall always apply for ranking through their respective departments and schools.

Recommendations from departments and schools where the staff is housed shall be forwarded to the DVC Academics (for teaching staff) and DVC Finance (for non teaching staff) for approval in the Senate, Administrative Board and later to the University Council which shall make the final endorsement.

## CHAPTER 8

### QUALITY OF FINANCE AND ADMINISTRATION SERVICES

#### Introduction

The goal of the Finance & Administration Office shall be to provide the Academic and Administrative leaders of Bugema University with accurate and timely financial information. To facilitate this goal, a site for viewing financial data shall be set up at BU website and through the EMRS to enable access to all stakeholders via the Financial Services Office.

To meet the requirements under the Statement of Auditing Standards of the Stake Holders, Bugema University shall use and develop financial policies and procedures document for Internal Controls. These shall be designed to protect University resources, ensure accuracy in data and secure compliance with applicable laws and regulations.

#### BU Financial Management

Bugema University is sustained by its finances which is the heart of every good delivery and sustenance of all activities that lead to provision of high quality education for her stakeholders (students). The following shall be carefully examined:

1. **Budgeting process:** Budgeting of the institution shall involve all stakeholders in order to capture all areas of the university following planning priorities.
2. **Sources of funding:** BU shall state where it gets most of its funding and stakeholders shall be provided with information on the percentages obtained from;
  - a. Government, where applicable
  - b. Fees
  - c. Endowments
  - d. Donors, friends, development partners, the Church etc.
  - e. Projects

The average percentage of the budget received from each major source, imbalance between the sources of fund, average deficit and how it impacts on the delivery of quality higher education shall be indicated.

3. The **percentage distribution** of the budget to Academic staff salaries, academic inputs, library and book banks, computer and ICT installations, and welfare of students, and others shall be assessed periodically.
4. **Accountability:** The financial control system and methods of accountability for internal and external purposes shall be examined, and all units of Bugema University shall be



assessed by the relevant bodies of the institution. The University shall have an internal auditor in place who will continuously check the internal controls in place in addition to the external auditors.

The sources of the financial resources and the conditions attached to the funding shall be transparent. This shall not restrict the university's decision-making autonomy on teaching, research and community outreach. The goals and aims shall be made realistic and achievable with the provided funding.

### **Finance Committee:**

The University shall put in place a Finance Committee that will deliberate and guide on issues concerning finances in the University.

The finance committee shall constitute of the following:

1. Chairperson (from University council and knowledgeable about financial issues)
2. DVC-Finance (Recording Secretary)
3. Chief Accountant
4. One council member
5. Deans of Schools
6. Human Resource Manager
7. Directors of BU satellite campuses
8. One academic staff representative

### **Functions of the Finance Committee:**

1. To formulate financial management rules and regulations governing the utilization of the University funds.
2. To prepare and present the university Annual Budget to the Council
3. To ensure that the University funds are efficiently managed
4. To prepare and present the Quarterly Financial Report to the Council
5. To explore and recommend to the University Council sources of revenue to the University

### **Procurement and Disposal Committee:**

Bugema University shall establish a Procurement and Disposal Committee established by the University Council. This shall consist of:

- a. Chairperson appointed by the Council from among its members
- b. The Vice Chancellor
- c. Two Council members
- d. One academic staff representative
- e. The Procurement and Disposal Committee shall have the right to request any knowledgeable person to attend, and
- f. The DVC Finance and Administration shall be the Secretary

The Finance Committee shall report to the Council

### **Functions of the Procurement and Disposal Committee:**

The functions of the Procurement and Disposal Committee shall:

1. To formulate the procurement, logistics, transport and supply chain management rules and regulations governing the University procurement
2. To cause to be prepared the Audited Accounts of the preceding Financial Year for presentation to the Council within a period of three months from the end of each Financial Year
3. To deal with all procurement matters and disposal of any property of the University.
4. To consider tenders for the provision of services to the University
5. To consider tender or contracts involving construction and maintenance of buildings, roads and other structures; and
6. To attend to such other financial, procurement, and disposal functions as may be designed to it by the Council

The Procurement and Disposal committee shall report to the University council.

### **Lecturers pay policy, procedure and methodology.**

- Regular academic staff shall be paid according to the Seventh-day Adventist policy stipulated in the General Conference Policy.
- Part time lecturers shall be paid as per the qualifications they hold which is calculated on an hourly basis they spend in lecture rooms
- Bugema University workers shall apply for salary advance not earlier than 10<sup>th</sup> and not later than the 20<sup>th</sup> day of each month. However, special cases like sickness death, birth and other emergency issues shall be given special consideration by the Administrative Board.

### **Reporting expenditure to the business office, deadline dates and its implications**

- Staff and faculty members shall endeavor to report all expenditures to the Business office before the 15<sup>th</sup> of every month to enable the finance office credit reporters bank accounts before the 25<sup>th</sup> of every month when salaries are posted in various banks.
- Late expenditure reports reported after the due day shall reflect on statements the following month.

### **Charging of a staff account**

Staff accounts shall be charged on the following issues:

- Whenever a worker takes cash advance for an official work for the university. The said worker shall report the financial spending to the finance office after completion of the activity.

- Paying of school fees
- Transfer of money from one staff account to another
- Any other appropriate transaction which will require charging of the staff account.

### **Staff welfare Service**

Each worker of Bugema University shall contribute a minimum amount of 2000 Ugandan shillings towards staff welfare fund every month. This is to be charged to all workers accounts from a net pay of 10%. This will enable BU workers to benefit by using a portion stipulated by the association to cater for financial obligation in times of bereavement, birth, sickness and any other unfortunate incident that will crop up while working in this institution.

### **Management of the staff welfare fund:**

All employees contributing to the staff welfare fund shall appoint a committee that will be in charge of managing the fund, assessing the cases, and deciding on who should benefit and who shouldn't.

This committee shall be obliged with coming up with guidelines and procedures concerning the fund's distribution.

### **Statutory Taxes:**

#### **PAYE, NSSF and TITHE**

The following shall be the calculation of the amount of money that should be deducted from each worker's gross salary as per the Government of Uganda and Bugema University policies. These calculations shall be based on the salary received by each worker.

30% above 410,000

20% above 230,000 but <410,000

Payee - 20% above 130, 000 but <230, 000

NSSF - 5% of Individual's 10% of the basic pay.

Tithe - 10% of basic salary

### **Institutional Governance**

BU shall set a percentage allowance for being members and participating in certain university committees and that shall be paid if funds are available.

### **Regular workers**

These shall be full time employees whose payment is based on the SDA remuneration policy. This shall entail the position one holds, and the qualification. Such employees names are prepared yearly in the salary audit which is approved by Uganda Union.

### **One year contract employees**

These shall be workers who are employed by the university for one year. These employees shall be paid on the annual contract stipulated by the university renewable on yearly basis and based on one's qualification.

### **Part time employees**

These shall be lecturers who are contracted by the Human Resource Manager in collaboration with Heads of Departments on semester basis. These shall sign semester contract and shall be paid according to their qualification as stipulated below:

- When teaching under graduate programme and one holds masters the hourly payments shall be computed based on current rates.
- When teaching in graduate school and hold one master the hourly payments shall be computed based on current rates for a Masters' holder.
- When teaching in graduate school and one hold a doctorate the hourly payments shall be computed based on current rates for a PhD holder.

### **Financial support**

Employees who want to access bank loans shall be supported by the university after careful consultation with the Business office.

Bugema University shall contribute 2.5% of the gross pay of employee towards the provident fund pool. This kind of saving is claimable when one is leaving the university after retirement, termination or any other kind.

The University shall contribute towards Education of the staff, faculty and their children according to the ECD policy 2014.

Bugema University shall provide home owners allowance to full-time employees who possess houses and are not residing on the University campus in accordance to the ECD working policy.

Utility allowance, book allowance, leave allowance and other allowances provided for by ECD policy shall be provided by the University when funds are available.

Payment time for one year contract employees in relation to PAYE shall be taxed basing on the tax bracket that one's total income falls into as gazatted by URA (Uganda Revenue Authority). For NSSF each employee shall be charged 5% of the gross income and the 10% shall be contributed by the institution. Tithe shall be deducted from employees of the SDA denomination only.

## CHAPTER 9

### THE QUALITY OF OUTPUTS

To measure the outputs in Bugema University, it will include but limited to, quality of graduates, quality of research and publications and the performance of alumni in the job market. Institution auditor shall examine the following areas in order to determine the quality of outputs of Bugema University:

- The period it takes graduates of BU to get full employment after graduation
- The existence of a system of “tracing” where graduates go.
- **Research, publication, patent registration, consultancies and other awards obtained by staff and students of BU**

#### **Research Policy:**

While initial discussions between sponsors and regular university faculty or senior research staff occur in a variety of ways, no program or project may be established or undertaken unless a carefully defined research proposal, including a budget, has been submitted through University internal review procedures and an acceptable funding agreements has been negotiated and signed by the authorized representatives of both parties.

The authority to execute awards for research on behalf of BU shall be delegated to only designate staff on campus.

#### **Publication Policy:**

A fundamental principle of BU is that the teaching and research environment shall be open so that ideas can be exchanged freely among faculty and students.

The University’s research activities shall be conducted as an integral part of the total educational program, and activities often form the basis for articles in professional journals, seminar reports, presentations at professional meetings, and student dissertation and theses.

Therefore, the University shall undertake research or studies if the scientific results can be published or otherwise disseminated in BU research digest. Copyright and publication rights belong to the University and or the author.

#### **Patents and Intellectual Property:**

The basic aim of the University’s intellectual property policies shall be to promote scientific research and to ensure that innovative ideas generated are protected to benefit the public, and to provide appropriate royalty revenues to the university and the inventor.

The university shall retain all patent rights from sponsored research, and any invention or idea conceived or deduced to practice in the course of the research shall belong to the University.

Subject to the conditions below, research funding agreements may provide a time-limited right of first refusal to the sponsor to negotiate a license to patent table inventions conceived and reduce to practice in the course of the sponsored research. All licenses will:

- (a) Be royalty-bearing, with rates negotiable and based on general practice for the type of invention involved;

- (b) Provide for diligent development, commercial marketing, or use as one condition for retention of the license;
- (c) Normally require a license issue fee and appropriate minimum annual royalties.
- (d) Several categories of licensing option are offered as example:
  - When sponsor pays all direct and indirect costs for the research undertaken, the sponsor may be granted a right of first refusal to negotiate an exclusive or non-exclusive license for the life of any patent. The right to sublicense is usually granted under exclusive license only.
  - When the sponsor pays less all-direct and indirect costs, the sponsor may be granted a right of first refusal to negotiate a non-exclusive license for the life of a patent.
  - When the sponsor pays only salary or stipend in support of a fellowship or research assistantship for an individual, the sponsor may not be assured of a right to negotiate a license but may be considered for negotiation.

### **Use of the University's Name:**

Under no circumstances shall a sponsor be permitted to state or imply in any publication or other published announcement that the University has approved any product that is or might be manufactured, sold, or otherwise distributed without prior written approval.

The university also requires its name not be used in connection with any advertisement, press release, or other form of business promotion or publicity, or refer to a research agreement, without prior written approval.

- **The time students take to graduate in BU**

### **Quality of Intakes**

BU shall aim to:

- recruit students from a wide range of backgrounds, who are believed to have the potential to complete their programmes successfully and who can make a valuable contribution to excellence in service;
- attract applicants who enjoy the challenge of forward thinking, the excitement of research findings in their programmes and the high standards of learning and teaching that are set;
- nurture a diverse learning community in which students will meet people from different cultures, thereby enhancing their skills of critical reasoning, teamwork and communication, and thus preparing them for successful participation in their chosen careers and roles in the community and globally.

The quality of intakes (students) invariably affects the quality of outputs (graduates) of the institution. To this end, the NCHE requires education institutions to admit students who meet minimum entry requirements set by the council. Presently to gain access to undergraduate programmes, a candidate must possess the following requirements:

- Direct entry from schools: A candidate must have obtained six (6) credits (Mathematics and English Language inclusive) at "O" level and at least two (2) principal passes at the same sitting at the "A" level.

- Mature age entry: A candidate must be 25 years and above. The candidate must pass mature age entry exams (50% and above) upon which s/he would be assumed to have acquired the equivalent of “O” and “A” levels combined.
- Diploma entry: A candidate must have obtained a diploma (at credit/distinction level) from an institution recognised by the Ministry of Education and Sports and the NCHE. The diploma must be related to the area of study to be pursued at the university.
- Postgraduate programmes: for postgraduate admissions, there must be an approved institutional admission mechanism which is subject to the approval of the Senate and the Council in line with the minimum requirements set by NCHE

The university, above all, shall be committed to a system of admissions that ensures fairness, transparency and equal opportunities within the legal framework of the NCHE and best practice. All reasonable efforts shall be made to ensure that no prospective or existing student is treated less favourably on the grounds of age, race, colour, nationality, ethnic origin, creed, disability, gender, marital or parental/career status, political belief or social or economic class, or any other type of discrimination.

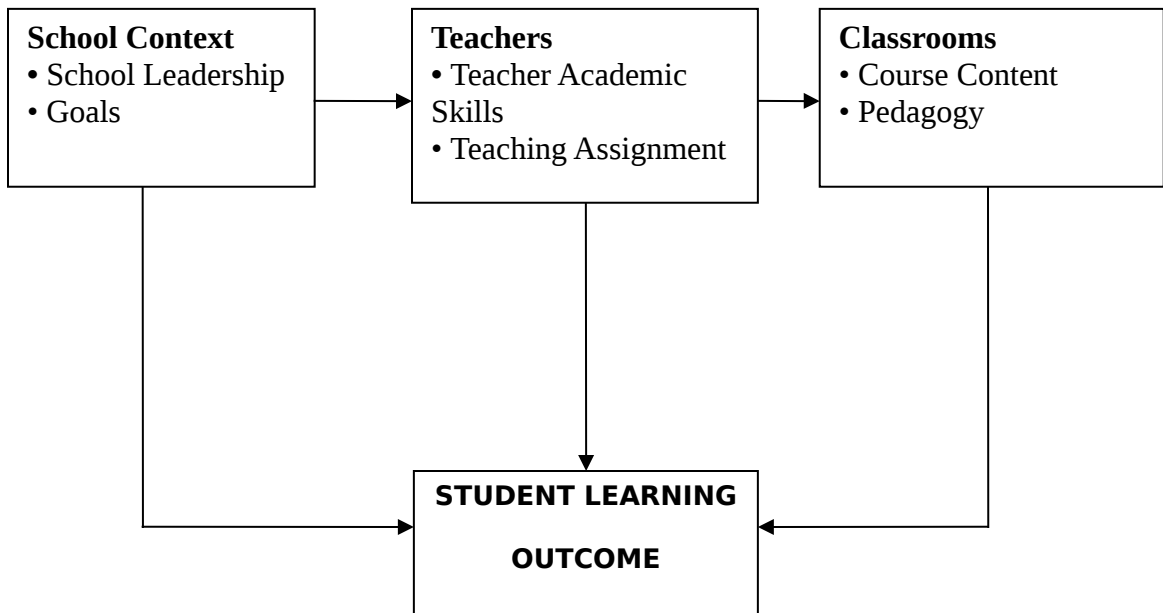
### **Quality of Programmes and Courses**

In line with the mission of BU to “seeks to offer an excellent and distinctive holistic Christian education designed to prepare our students through training, research and scholarship for productive lives of useful service to God and society with uncompromising integrity, honesty and loyalty

Starting with student recruitment, like any other academic institution of higher learning, BU shall put in place the best admissions criterion that suits the NCHE and International benchmarks. Therefore, as an international university, the staff in the admissions department in the registrar’s office shall be well equipped with the knowledge about the different education systems of the various countries; this enables those who are in-charge of admissions to easily guide the applicants on the variety of programmes and courses that the university offers within the notion of “fitness of purpose” in line with their country’s educational systems and philosophy. Moreover, other factors, such as the curriculum of instruction and school context, are relevant in determining the quality of an educational system, and these shall be discussed briefly as follow:

- **Curriculum of Instruction:** To understand the effectiveness of programmes, research suggests that it is necessary to understand the content of the curriculum; the pedagogy, materials, and equipment used. Students appear to benefit when course content is focused and has a high level of intellectual rigor and cognitive challenge. Institutional based study can be conducted on the process of schooling to further our understanding of the role of these factors in determining school quality.

- **School Context:** How schools approach educational leadership and school goals, develop a professional community, and establish a climate that minimizes discipline problems and encourages academic excellence clearly affects school quality and student learning. For two reasons, however, the effect of school-level characteristics is more difficult to ascertain than the effect of teachers and classrooms. First, even though they are integral to a school, these characteristics are difficult to define and measure. Second, their effect on student learning is likely to be exerted indirectly through teachers and classrooms, compounding the measurement problem.



*Figure showing School quality indicators and their relationship to student learning outcome*

### **Framework for the Evaluation of Academic Programs**

In order to guide the development process and approval the following framework needs to be followed. This framework is based on identification of characteristic of primary importance when evaluating Academic Programmes. An academic Programme shall: -

- Be of high quality,
- Be in demand by students and the public,



- iii. Be resource efficient. In addition to the three primary characteristics related to quality, demand and resource, for some programs it is also important to consider:
  - i. The unique features of a programme, and
  - ii. The relevance of the programme.

BU being a national and international institution must also have commitment to fair and equitable access to its programs, to equality, to environmental responsibility and to an international perspective in its endeavours. The University shall be committed to developing programmes, which exhibit the primary characteristics named above. The unique features of a programme and their relevance shall be viewed as characteristics of secondary importance, having first established the quality of, demand for and costs associated with a programme. On the other hand, being unique shall assume greater importance where the cost of delivering a programme is high or relates to building on economic or other strength that already exist. On the other hand a programme shall serve as a nucleus, contributing expertise and services, which would otherwise be unavailable to the community.

The table that follows identifies essential components for each of the primary characteristics and general criteria associated with them. The components are not necessarily independent and therefore similar criteria may appear for different components e.g. both curriculum and learning environment have a criterion related to education equity.

### Framework for Evaluation of new Academic Programmes

Characteristics	Component	Criteria
High Quality	Curriculum	<ul style="list-style-type: none"> <li>a. Curriculum is designed to meet the objectives for the programme (e.g. array and sequence of courses, modes of instruction and evaluation, development of skills, acquisition of knowledge, and synthesis of information.</li> <li>b. ii. Programme provides students with the elements of a liberal education by encouraging the development of broadly informed, reflective, and literate minds capable of independent and critical thinking.</li> <li>c. iii. Programme includes opportunities for synthesis, application and integration of knowledge within and between disciplines</li> <li>d. iv. Programme is current, both in content and modes of instruction delivery, and reflects a responsiveness to change in the discipline.</li> <li>e. v. Curriculum reflects the goals of education equity</li> <li>f. vi. Curriculum provides sufficient flexibility to individual students to choose courses according to their own interests within and outside their manor discipline (e.g. electives)</li> <li>g. vii. Programs meet or exceed accreditation and/or national standards (if they exist).</li> </ul>
	Academic Staff	<ul style="list-style-type: none"> <li>i. Academic staff responsible for/involved in programme are well- qualified i.e. have the appropriate academic and/or professional qualifications to support and develop the programme. In the case of graduate programs, this includes active involvement in scholarly work.</li> <li>ii. Academic staff maintains and updates the skills and knowledge appropriate to their discipline through involvement with academic, professional and/or scientific organizations.</li> </ul>

		<p>iii. Academic staff are nationally/internationally recognized for their scholarly and/or professional work e.g. have obtained awards and/or local/national/international invitations to present their work to colleagues in their discipline.</p> <p>iv. Scholarly work of Faculty has made a significant contribution to the discipline.</p> <p>v. Staff are committed to developing their teaching skills.</p>
	Learning and Environment	<p>i. Programme incorporates a variety of modes of instruction, accommodates different learning styles and where possible allows flexibility in scheduling.</p> <p>ii. Teaching within the programme demonstrates responsiveness to new developments in the field, including incorporating practical experiences where appropriate.</p> <p>iii. Programme integrates teaching and scholarships.</p> <p>iv. Approaches to instruction and students reflect a commitment to the goals of education equity</p> <p>v. Instruction methods and philosophies are consistent with programme objectives</p> <p>vi. Scholarly work of Academic staff enhances the learning environment.</p>

	Infrastructure	<ul style="list-style-type: none"> <li>i. Adequate numbers of appropriately trained staff are available to support the programme.</li> <li>ii. Necessary facilities and equipment are provided.</li> <li>iii. Appropriate library resources are available.</li> <li>iv. The organization and administration of the programme and the academic unit(s) delivering the programme are effective and supportive of the programme.</li> </ul>
	Outcome	<ul style="list-style-type: none"> <li>i. Programmes achieve its educational objectives.</li> <li>ii. Students are satisfied that the programme will /had helped them achieve their personal and/or professional goals.</li> <li>iii. Students completing graduate programs are successful in that they find employment of pursue endeavours which utilize the advanced training in their filed of study</li> <li>iv. The academic load does not impose undue barriers to completion such that students can complete the programme in the regular allocated time.</li> <li>v. Qualifications of students graduating from specific professional programs are accepted to licensing bodies and/or employees.</li> <li>vi. Students are successful in the examinations or competitions.</li> <li>vii. Employers or subsequent graduate supervisors are satisfied with performance and academic preparation of students.</li> </ul>
In demand	Student demand	<ul style="list-style-type: none"> <li>i. Interest by students of the province is sufficient to establish or to maintain a</li> </ul>

	market demand and/or societal need	<p>programme and to allocate resources to it.</p> <p>ii. Market demand (, national) for graduates justifies the size of the programme which is offered.</p> <p>iii. The programme attracts outstanding students from within and outside the country, while still providing general access to other applicants.</p> <p>iv. High demand for junior service courses is sufficient to maintain programs within an academic area.</p>
Uses resources sufficiently		<p>i. Program is delivered on a cost-effective manner, relative to other similar programs.</p> <p>ii. Where students demand for a program is low, high demand for service courses justifies maintenance of the area of study and the incremental cost of offering the program is low.</p> <p>iii. Major areas of research scholarly or artistic work are associated with opportunities for graduate education</p>
Unique		Programme is unique in content (e.g. specialization) and or approach nationally/regionally in descending order or priority.
Relevance		<p>i. Program builds on and contributes to social development and economic strength of Uganda</p> <p>ii. Staff and other personnel associated with the programme provide services and expertise otherwise unavailable</p>

### **Programme Review**

- i. That new programs shall be reviewed involving external input after the first cohort of graduates have completed their studies and thereafter periodically.
- ii. Quality Assurance Unit/Committee shall initiate a mandatory review of academic Programs involving external input, after every three years.
- iii. Quality Assurance Unit/Committee shall create a panel of knowledgeable and experienced persons to periodically review BU courses/programme so as to advise on their validity and relevance.
- iv. The Senate shall initiate mechanism of harmonization of courses to address the issue of duplication of courses and mandates.

### **Strategies for implementation of the policy:**

Make it a mandate for every University unit to maintain quality. This should be a culture that shall be cultivated among all BU workers, students, and all stakeholders. In order for the university to attain and maintain a leading position in quality output, the policy recognizes that the quality assurance practice as a culture must be enhanced. This shall be realized through measures described hereunder:

1. All schools, departments, and operational units in BU shall be required to continuously review their operations.
2. All schools, departments and non academic units shall be expected to carry out a SWOT analysis.
3. All academic units shall be required to carry out a self-assessment at program level at least every after a period of eight months.
4. All units shall be expected to have a budget allocation towards quality assurance for their respective units.

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