GREAT LAKES UNIVERSITY OF KISUMU (GLUK)

QUALITY ASSUARANCE POLICY

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Policy Contact: Deputy Vice Chancellor Academic Affairs

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Signed:

_____   _____

Vice Chancellor, Secretary to Council   Date:

_____   _____

Chairman of Council   Date:

TABLE OF CONTENTS

ACRONYMS

GLUK Great Lakes University of Kisumu

JD   Job Description

NHIF   National Hospital Insurance Fund

NSSF   National Social Security Fund

DEFINITION OF TERMS

Assessment: In the context of quality assurance, assessment is the process of identifying and ensuring that appropriate internal procedures are in place and operational and that outcomes of academic programmes and activities are in accord with established standards.

Audit: Audit is a process of identifying and ensuring that appropriate internal quality assurance processes are in place and operational.

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

Quality: In this document and in the context of academic programmes at Great Lakes University of Kisumu the term quality refers to "fitness for purpose" (i.e. the institution and its components of activities have "quality" if they conform to the purpose for which they were designed).

Quality Assurance: The process whereby measures are established which ensure that outcomes of academic programmes and activities are of a prescribed standard.

Quality control: This is the process whereby outcomes are assessed to determine whether they are of the prescribed standard.

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

Stakeholders: The term stakeholders include agencies (government and private) that control tertiary institutions, individuals, groups that participate in or have responsibilities towards tertiary education in Uganda

Employer: Great Lakes University of Kisumu, hereafter referred to as GLUK.

EXECUTIVE SUMMARY

Great Lakes University of Kisumu Quality Assurance Policy is committed to the University mission of supporting excellence in deliver teaching, learning, research and all other innovations. This is by providing collections that enable students and faculty to have access to resources and information needed for education, scholarship and research and also to create systems within which the university operates. This policy lays out guidelines, processes and procedures for the continuing development of a collection that provides a foundation for teaching, training, research and innovation.

Signed:

_____   _____

Vice Chancellor, Chair of the University Senate   Date:

1.0. GENERAL UNIVERSITY INFORMATION

Great Lakes University of Kisumu is committed to maintaining high standards of education and training of professionals who are responsible stewards of resources and services in the society. GLUK graduates after going through the learning experience with the institution go out equipped with the following rare and important attributes; high level of integrity, transparency and accountability, they are selfless, inclusive and participatory providing space and voice for all people.   Our curricula prepare them to meet the needs of the market and professional bodies. The following section provides guidelines that are applied to determine the eligibility of the applicants seeking admission to various programmes offered at GLUK.

1.1.   Vision, Mission, Philosophy & Core Values of the University.

1.1.1. Vision:
The Great Lakes University of Kisumu (GLUK) is established as a centre of excellence bridging academics with community and institutional based development.

1.1.2. Mission:
The Mission of GLUK is to develop effective and concerned managers or leaders with a vision for the transformation of situations in the African context.

1.1.3. Philosophy of the University:
GLUK believes that all people and communities have capacities and are fully engaged in individual, collective and collaborative actions to solve their own problems.

1.1.4. Core Values and principles:
All members of the University in their individual and collective capacities shall be fully committed to high standards of good governance and shall act in a manner consistent with the following values and principles which shall provide the framework within which all the University activities shall be performed:

i. Excellence.　　　　ii.　　Respect for dignity of every person.

iii. Results orientation.　iv.　　Integrity and honesty.

v. Accountability and prudent stewardship of resources.

vi. Mutual respect.　　　vii.　　Inclusive participation.

2.0. SUMMARY OF THE QUALITY ASSURANCE POLICY

2.1. Background

The idea of establishing the Great Lakes University of Kisumu originated in the Tropical Institute of Community Health and Development (TICH) in Africa, which spearheaded the application for authority to operate as a university.

The establishment of TICH was inspired by a number of sources expressing the need for a formal course in Community Based Health Care leading to a recognized academic qualification. Such a course would be offered by an academic institution that could effectively weave together theoretical, evidence based and practical hands-on analytical skills training into development, conducted in learning sites located in the community, civil society, industry and public institutions. It was thought that an Institute with the freedom to innovate but linked to an established University would be the best base for such a training program.

The Institute was established in 1998 to respond to these challenges and to make a contribution towards the paradigm shift needed for the achievement of sustainable development at various levels particularly in Africa. In this respect, GLUK subscribes to the philosophy of self-propagated development, which is made sustainable through communities' own participation.

The idea has attracted some of the best and most renowned brains in the country to nurture the young University to excellence in the fields of health, development and related disciplines. Their involvement ensures the necessary academic rigor while permitting flexibility and responsiveness required in producing graduates that are problem solvers and job creators.

2.2. Quality Assurance Policy

2.2.1. Purpose

International concerns about how to maintain quality control in an environment that increasingly puts acute pressure on the traditional modes of teaching, research, learning and management have forced most developed countries adopt a formal, transparent and credible systems of quality assurance with external verification of outcomes and processes.

The aim of the Great Lakes University of Kisumu quality assurance policy is to enhance the effectiveness of its core activities of learning, teaching, research performance, research

training and management. The policy addresses all areas of the University's activities focusing on their contribution to and in alignment with the University's Strategic Goals.

2.2.2. Quality Assurance Mission

Great Lakes University of Kisumu Quality Assurance Mission therefore is:

To promote confidence in the academic provision (teaching, research and outreach services) that the quality and the standards of awards of Great Lakes University of Kisumu *are safeguarded, enhanced and effectively managed.*

This mission statement provides Great Lakes University of Kisumu with ample opportunities against which to build further and develop its quality of teaching, learning, and research base.

2.2.3. Features

1. A commitment to widespread involvement of staff, students and other stakeholders in the QA process.
    i. Critical self-evaluation and rigorous peer review of academic and Administrative areas;
    ii. Methodical collection of evidence about service satisfaction and student experience, including external comparisons;
    iii. External assessment of professional courses through accreditation and international review;
    iv. Multiple avenues for student and staff input to QA and improvement: College, Faculty, School, Services, Academic Board and committees, student associations, and;
    v. Systematic use of client experiences to improve staff development and training.

2. A focus on efficient management, planning and resource processes to achieve excellence and to ensure continuous improvement.
    i. University-wide strategic goals linked to plans, priorities and review system;
    ii. Strong Academic Board and committee structure to develop, implement and oversee academic policies;
    iii. A regular cycle of reviews of all faculties and administrative services units;
    iv. Alignment between academic and administrative review processes;

v. A process for monitoring implementation of the recommendations of reviews through Great Lakes University of Kisumu administration (Senate and Council).

   vi. Performance-based funding of teaching and research;
   vii. Allocation of funding to address areas of improvement;

   viii. Annually-updated faculty teaching and learning plans, linked to funding; and

   ix. A performance management and development system for all staff, including managers.

3. A commitment to judging outcomes and processes against the highest external standards;

   i. Formal links with many of the world's leading universities: national and international benchmarking of academic standards and outcomes and;

   ii. National and international benchmarking of quality assurance processes with comparable research-led universities.

3.0   AIMS AND OBJECTIVES OF THE POLICY

3.1. Goals and Objectives

Effective institutional quality assurance processes assess quality against their mission and related objectives. The University will strive to be an example of an efficient and effective QA system development in Kenya. The University in this QA framework has adopted Quality as "*fitness for purpose''*: a concept that stresses the need to meet or conform to generally accepted standards such as those defined by an accreditation or quality assurance body, the focus being on the efficiency of the processes at work in the institution or programme in fulfilling the stated, given objectives and mission

Goals and Objectives are the key drivers of a "*fitness for Purpose"* model of quality assurance. They need to be set clearly and explicitly, and in ways that can be operationalized effectively. They set the framework for planning, monitoring and measuring outcomes. They also facilitate communication with stakeholders such as employer, industry, government, students and parents

3.2.   The Academic Quality Management Policy aim is to support the university's efforts to achieve its Mission and Vision through development and implementation of academic programmes that meet national, regional and international standards.

3.3   The objectives of the Academic Quality Management Policy include the following: -

(i)   To provide guidance in development and implementation of internal and external quality assurance procedures and practices.

(ii) To ensure that the quality of academic programmes at the Great Lakes University of Kisumu meet standards expected by stakeholders.

(iii) To ensure that graduates have attained skills and knowledge through Great Lakes University of Kisumu academic programmes that are valued by stakeholders.

(iv) To enable Great Lakes University of Kisumu to assure itself, its stakeholders and the commission for university education that the University's polices, systems and processes for the development, maintenance and enhancement of quality in all its educational provisions are functioning effectively;

(v)   To provide guidance in identifying internal and external standards and criteria consistent with internationally recognized standards.

(vi) To assist in maintaining and developing quality of academic programmes   through enhanced support processes.

(vii) To facilitate development of a culture of continuous quality improvement to achieve academic excellence.

(viii)   To enable identify areas of strength and excellence as well as areas in need of focused   attention for continuous improvement in the short, medium and long-term;

(v)   Through the University organs to strengthen the independent role played by the Quality Unit in quality management and enhancement.

             These aims can further be divided into specific implementation objectives as quality assurance management activities.

1. Harmonize various quality assurance aspects/activities within Great Lakes University of Kisumu To ensure an effective performance of staff and students;

2. To strengthen ties with Regional, National and International Quality Assurance agencies and universities;

3. To improve the University environs in order to attract and retain staff and students;

4. To continuously improve the QA system, through reviews, streamlining and modernizing of QA function, policies, procedures and their supporting protocols;

5. To provide leadership in the transformation of the Great Lakes University of Kisumu core Quality Assurance business processes through the implementation of Quality assurance initiative.

4.0   PRINCIPLES UNDERPINNING THE POLICY

Some of the principles underpinning Great Lakes University of Kisumu approach and *modus operandi* are outlined. A summary is provided below. These will need to shape, if not determine Great Lakes University of Kisumu methodologies of accountability and improvement. Several key principles are incorporated into this Policy. The principles relate to the quality framework and processes outlined in this document.

4.1.   **Principle 1:**   *"Holistic"* approach.

4.2.   **Principle 2:**   *"Based on self-assessment" – "Trust but verify".*

4.3   **Principle 3:**   *"Improvement focus".*

4.4   **Principle 4:**   "*Planning framework".*

4.5   **Principle 5:**   Data and resources

4.6   **Principle 6:** Quality teaching, learning, research and administrative services **and** continuous improvement as a core value

4.7   **Principle 7:**   Benchmarking and evidence-based approach

4.8   **Principle 8:**   Collegiality and Team Spirit.

5.0 QUALITY ASSURANCE MECHANISMS/FRAMEWORK

The notion of quality underpinning the framework adopted by the GLUKQA is of "*fitness for purpose*" (i.e., the institution and its components and activities have "*quality*" if they conform to the purpose for which they were designed). The framework reflects the GLUKQA's dual purpose; as a mechanism for accountability.

5.1 The policy shall apply to all Faculties/Schools/Institutes, and both academic and support staff at Great Lakes University of Kisumu through:

  5.1.1 Internal Quality Assurance Mechanisms – Continuous

  5.1.2 External Quality Assurance Mechanisms - Periodic

5.2 The University, through Council, shall determine and approve quality management frameworks for all Faculties/Schools/Institutes.

5.3 Regular internal audits will be conducted to ensure that the Quality Assurance Policy is implemented.

5.4 Areas of Internal Quality Assurance

  5.4.1 Internal quality assurance mechanisms are departmentally generated and are continuous. The mechanisms shall be coherent with the quality assurance framework set forth in this policy and approved by Council and shall include mechanisms to assess the following areas;

  5.4.1.1   Quality of programmes and courses
  5.4.1.2   Quality of academic staff
  5.4.1.3   Quality of teaching and learning experience
  5.4.1.4   Quality in student assessment: Internal moderation
  5.4.1.5   Quality in support services
  5.4.1.6   Quality of resources and facilities
  5.4.1.7   Quality of research
  5.4.1.8   Quality program review process

5.5   External Quality Assurance

To ensure that high quality standards are maintained, the following external mechanisms shall be utilized;

5.5.1 External Academic Review

Quality of educational programmes shall be assured through External Academic Review by   any of the following bodies:

     i.   External Examiners
    ii.   External Professional bodies
   iii.   External accreditation agencies (for professional programmes that have recognized, credible professional accreditation agencies)
   iv.   Employers
    v.   Former students
   vi.   Other Universities

6.0   RESPONSIBILITY FOR POLICY IMPLEMENTATION

The Vice Chancellor shall oversee the implementation of the policy.

6.1   Mission, Vision and Values Statement

6.1.1. Mission Statement

Great Lakes University of Kisumu Vision, Mission and Values Statement shall underpin the execution of this policy. Great Lakes University of Kisumu current **Mission Statement** is, "*to develop effective and concerned managers or leaders with a vision for the transformation of situation in the African context.*

6.1.2. Vision

Great Lakes University of Kisumu **Vision** is, "*tobe established as a center of excellence bridging academics with community and institutional based development'*.

NB: The mission and vision statement is currently under review for 2019/2023 strategic plan

6.1.3. Core Values

In pursuing Great Lakes University of Kisumu Mission, the University shall be mindful of maintaining and reinforcing its core values of:

  i. productivity
  ii. professionalism
  iii. excellence.
  iv. -accountability
  v. transparency
  vi. integrity;
  vii. equity
  viii. academic freedom
  ix. social responsibility
  x. innovation

In realizing Great Lakes University of Kisumu as an internationally recognized and globally focused, research-intensive institution, with a vigorous learning and teaching environment; the University commits an equivocal commitment to high quality permeating all dimensions of academic activities and support services.

7.0 NOTES: INTRODUCTION

7.1 These notes shall provide further clarification of the Quality Assurance Policy provided in this document.

7.2 It was recognized, however, that in order for Great Lakes University of Kisumu to achieve its Vision to be "a leading center of academic excellence in Africa, and the world", a system of quality management needed to be in place.

7.3 This document describes a policy and framework for Academic Quality Assurance at Great Lakes University of Kisumu that will facilitate achievement of the University Vision and the Kenyan government vision 2030

7.4 Experience has shown that "the rhetoric of quality is all about empowerment, however, the reality is different: People do not uniformly embrace quality willingly. "(Rippin, White & Marsh, 1994, p.13). Consequently, the policy and framework proposed for academic quality assurance at Great Lakes University of Kisumu is a participatory model, the goal of which is to obtain ownership by students, academic staff, administrative and support staff.

7.5   Implementation of this policy and framework shall be facilitated and guided by the Great Lakes University of Kisumu Council

7.6   The policy and framework incorporate both internal and external quality management strategies. Some Faculties, may explore the possibility of accreditation by professional agencies and this is supported where disciplines have professional agencies to do this.

7.7   The following sections outline in greater detail the aims, principles, policy and structure of the proposed quality management system.

8.0   PRINCIPLES UNDERPINNING THE ACADEMIC QUALITY ASSURANCE POLICY

8.1   The key principles incorporated into this policy related to the quality framework and processes outlined in the policy are further clarified in this section.

8.1.1   **Principle 1:** *"Holistic"* approach. All aspects of the institution's activities, academic, administrative and managerial, on-shore and off-shore, will be subject to audit and reporting.

8.1.2   **Principle 2:** *"Based on self-assessment"* – *"Trust but verify".* The institution will be judged according to its own objectives, that is, on whether or not it is achieving its own mission in a purposeful and clear fashion.

8.1.3   **Principle 3:** *"Improvement focus".* Great Lakes University of Kisumu Quality Assurance (GLUKQA) will have a focus on assisting and facilitating improvement within Great Lakes University of Kisumu. It sees audits as a value tool to assist Great Lakes University of Kisumu to enhance quality education. GLUKQA is a partnership, "cemented with a common will to improve".

8.1.4   **Principle 4:** "*Planning framework".* The quality assurance model adopted presupposes a planning and evaluation framework to quality systems. Objectives must be planned, actions taken must be measurable in verifiable ways, reviews of the plans and measures are undertaken. Surveys particularly of employers and students are seen as crucial instruments for continuous improvement.

The set objectives must be "*SMART"*, i.e. Specific, Measurable, Achievable, Realistic and Time-bound.

8.1.5   **Principle 5:** *Data and resources*. Whatever resources are needed by the GLUKQA should already be required by the institutions' own internal quality systems and process. The GLUKQA's self-assessment approach builds assessments around what already happens or should be happening. In brief, the GLUKQA's operational catchwords are "*accountability" and "improvement" through* "self-assessment" against objectives" achieved by good "*planning" and "*processes", but *"measured"* and periodically "reviewed."

8.1.6   **Principle 6: Quality teaching, learning, research and support services or auxiliary services, continuous improvement as a core value.**

Quality teaching, learning, research are essential to the University's mission, goals and activities. The University's quality assurance processes are intrinsic to the work of all staff, who are undertaking or supporting teaching and the promotion of learning and research.

8.1.7   **Principle 7:   Benchmarking and evidence-based approach**

The University evaluates its achievements against appropriate national and international benchmarks. Its quality assurance methods are evidence-based, where outcomes and feedback from stakeholders (including students, staff, employers and the community) will provide the basis for analyses and conclusions on which improvements are planned.

8.1.8   **Principle 8:   Collegiality and Team spirit**

The University's procedures reflect the principles of rigorous peer review, as the is to identify areas for improvement, foster collaboration, and team spirit, exchange of best practice, and encourage an ethos of critical self-evaluation.

8.1.9   **Principle 9:   Modus Operandi**

Audit Processes. Members of audit teams will be independent of the institution they are auditing and will be trained in auditing techniques. To assist both auditors and institutions, audit guidelines will be developed collaboratively between the Great Lakes University of Kisumu Quality Assurance Unit and the Senate.

9.0. ACADEMIC QUALITY MANAGEMENT POLICY

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

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

9.3   Quality management shall include all of the following activities;

9.3.1   Mandatory internal moderation procedures to ensure validity of student assessments and reliability of marking

9.3.2   Assessment and monitoring of academic honesty

9.3.3   Monitoring academic staff performance standards

9.3.4   Self-study reports

9.3.5   Standardized programme and course development procedures, which include Senate approved guidelines/templates

9.3.6   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 bases on the data *(improving)*
   v.   Academic and non academic staff performance

3.3.7   Taking measures to remedy gaps and mis-performance.

10.0 AREAS FOR INTERNAL QUALITY ASSURANCE

The following areas for internal quality assurance are further described.

10.1 Quality of Programmes and Courses

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

10.2 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 units. Guidelines and procedures from the Performance Management and Appointments and Promotions procedures shall be considered when developing these academic staff expectations.

10.3 Quality in Teaching and Learning Experience

10.3.1 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 Evaluation of Course and Teaching (SECAT)

    iii.   Teaching portfolios and peer review

    iv.   Individual performance management goals, Appointments and Promotions Procedures that pertain to teaching shall be included in the assessment of quality teaching

    v.   The Centre for Academic Development/Quality Assurance Unit 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 programmes, Teaching Improvement Grants and Teaching Excellence Awards.

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

10.4   Quality in Student Assessment: Internal Moderation

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

10.5   Quality in support services

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

10.6   Quality of resources and facilities

Assessment of quality of resources and facilities shall include measures of the availability and appropriateness of lecture rooms, library, book banks, ICTs, laboratory or practical facilities and equipment, etc

10.7   Quality of research

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

10.7.1 Assessment of capacity to perform research at the individual and Faculty/School/Institute level.

10.7.2 Assessment of the research relevance to the discipline, Great Lakes University of Kisumu, locally and globally.

10.7.3 Assessment of external research and internal funding
10.7.4 Assessment of research management
10.7.5 Assessment of research findings and dissemination

10.7.8 Assessment of research & research training strategies whether they reflect international best practices.

10.8   Program Review Process

10.8.1 A program is normally reviewed once every three years, or depending on the duration of the programme. In consultation with the Deans and Senior Administrators, the University's Academic Programme and Library Committee selects the programs to be reviewed and recommends the order

A program review features both quantitative and qualitative analysis. The quantitative analysis consists of gathering and analyzing numerical data related to the program. These data are reported in the self-study report. The qualitative analysis is embodied into two parts: a self-study completed by program representatives and a study by an external review team that augments and validates the self-study.

With a balance between quantitative and qualitative analysis, the program review process can ensure accountability and fairness.

10.8.2 **Purpose**

The primary purpose of a program review is 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.

10.9   Implementation of the Internal Quality Assurance Framework

10.9.1 The participatory nature of the QA structure is critical and shall be reflected in the composition of all Great Lakes University of Kisumu committees and task forces, and proposals written for funding at Great Lakes University of Kisumu.

10.9.2 The available expertise and leadership in each department shall be exploited when identifying the leaders of teams, for example, where possible

Professors, Associate Professors or where necessary, senior lecturers in good standing may be used in key positions.

10.9.3 Wherever possible current students and alumni will participate in the Quality Assurance Committees and Teams.

10.9.4 The direction and support provided by the Great Lakes University of Kisumu leadership, management and by the Joint University Council and Senate Quality Assurance Committee is critical to operationalizing the policy.

11.0 EXTERNAL ACADEMIC REVIEW

11.1 Areas of External Review will include but not be limited to the following areas:

11.1.1 Courses/programmes content and delivery

11.1.2 Student assessment

11.1.3 Programme resources

11.1.4 Academic staff qualifications, scholarly work and professional development activities.

11.2 Procedures for External Review will include but not limited to the following areas:

11.2.1 Review of documents, i.e., staff and students records

11.2.2 Observations, e.g. lecture room teaching, laboratory work, counselling, etc.

11.2.3 Interviews with staff, students, senior management, etc

11.2.4 On site visits to the academic and support units at an agreed time and duration to examine the quality, reliability and validity of the self-study data through review of documents, observation and interviews with staff and students.

11.3 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)

5.3.1 Students assignments, tests, projects, examination papers, answer scripts

5.3.2 Academic staff course materials such as course outlines, handouts, monographs, laboratory manuals and study guides

11.3.3 Programme and course structure and content

11.3.4 Physical facilities: laboratories and equipment, library facilities, computer facilities

11.3.5 Information and Administrative support

11.3.6 Financial support information, i.e. research grants, conference funds, etc.

11.3.7 Academic staff Curriculum Vitae

11.3.8 Publications by academic staff

11.3.9 Student tracking information, i.e. progression and employment data

11.3.10 Records

11.3.11 Any other material in connection with teaching, research and publications as shall be requested by the External Academic Reviewer (s)

11.4   The Department Self-Study should include but not limited to the following areas of academic programme review;

11.4.1 Assessment methods analyses/evaluations

11.4.2 Marking guides/strategies

11.4.3 Assessment of teaching and learning environments including teaching strategies used, resource availability, etc.

11.4.4 Summaries of peer assessments

11.4.5 Statistical summaries of student evaluation of course and teaching scores

11.4.6 Academic staff information, i.e., qualifications, scholarly work and professional development activities

11.4.7 Student results

11.4.8 Department organizational structure including record keeping

12.0. REFERENCES

This policy was informed by relevant national legislation and documents such as:

1.   The Commission for University Education Standards and Guidelines
2.   Universities Act 2012 (revised 2016)
3.   The Constitution of Kenya
4.   HR Manual
5.   Finance manual
6.   National Transport and Safety Authority   - NTSA
7.   Public Transport Procurement and Disposal Act, 2015 and Regulations.