

Kwame Nkrumah University of Science and Technology, Kumasi

Quality Assurance POLICY



QUALITY ASSURANCE POLICY



KWAME NKUMAH UNIVERSITY OF SCIENCE
AND TECHNOLOGY, KUMASI-GHANA
**QUALITY ASSURANCE AND
PLANNING UNIT**

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FOREWORD

Quality Assurance for every institution cannot be underestimated. This is because it serves as the basic framework to guide actions and practices of individuals and units within an institution in order to achieve common goals and objectives. Clients' judgment of quality is largely a matter of how well their perceptions of their experience of a product or service lives up to their expectations. Any shortfall between clients' expectations and what they perceive they are getting can be thought of as a quality gap that is likely to lead to customer dissatisfaction. It is for this reason that the Quality Assurance Unit of KNUST was set up to ensure that all such gaps are filled. In this context, our clients are all the stakeholders of KNUST.

KNUST, which epitomizes a high level of academic excellence in Ghana, needs a quality assurance policy to guide the whole community in the performance of its duties.

This Quality Assurance Policy, if well followed, would go a long way to promote the use of best practices in teaching and learning, research and service to the community. This would help to maintain high quality standards in our operations as a University, which would be recognised in Ghana, Africa and the world at large.

PROFESSOR K. OBIRI-DANSO

VICE-CHANCELLOR

ACKNOWLEDGEMENT

As part of the strategic planning mandate of the Quality Assurance and Planning Unit (QAPU), university policies are initiated and proposed for approval by the Academic Board. The Unit initiated the Quality Assurance Policy which was approved by the Academic Board.

The QAPU is grateful to Prof. S. N. Odai (Former Head) and Paul Kwadwo Addo (Senior Assistant Registrar) for the draft of the Policy and Prof. Dzisi's committee which reviewed the initial draft. Also, the members of various committees that reviewed this policy are acknowledged.

Lastly, we wish to appreciate the contribution of all staff of this University who contributed in several ways towards the development and approval of this Policy.

PROF. CHRISTIAN AGYARE

HEAD, QAPU

AUGUST, 2018

LIST OF ABBREVIATION

KNUST	Kwame Nkrumah University of Science and Technology
QAPU	Quality Assurance and Planning Unit
NCTE	National Council for Tertiary Education
NAB	National Accreditation Board
TQM	Total Quality Management
SMART	Specific, Measurable, Achievable, Realistic and Time
KPIS	Key Performance Indicators
MOE	Ministry of Education
AAU	Association of Africa Universities
UNESCO	United Nations Educational, Scientific and Cultural Organisation
INQAAHE	International Network for Quality Assurance Agencies in Higher Education
VCG	Vice Chancellors, Ghana
GHIE	Ghana Institution of Engineers
MDC	Medical & Dental Council
QAA	Quality Assurance Agency
IQAU	Internal Quality Assurance Unit
AAU	Association of African Universities
EAQA	European Association for Quality Assurance
IAU	International Association of Universities

ACU	Association of Commonwealth Universities
ISO	International Standards Organisation

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CHAPTER ONE:

INTRODUCTION

1.1 BACKGROUND

Tertiary education players in Ghana are faced with an increasingly competitive environment both locally and globally. They are being continually challenged by a variety of issues including quality and relevance. There is, for example, the growing demand for new programmes designed to meet the current needs of employers in the various sectors of a rapidly changing economy amidst financial constraints and increasing student numbers. These challenges give rise to the need for putting in place a robust system of ensuring quality in all core university operations, namely: teaching and learning, research, administration and service to the community.

As an institution of higher learning which is committed to excellence, the Kwame Nkrumah University of Science and Technology (KNUST) continually fashions out policies that guide its operations. Each policy is predicated on the Act of Parliament establishing the university (KNUST Act 1961 – Act 80) which was amended by PNDC Law 240 of 1990 and Act 559 of 1998 and the Statutes of the University, which are the supreme documents on which the governing structure, as well as the vision, mission and values of the University are founded. Each policy must also conform to the requirements of the National Council for Tertiary Education (NCTE) and the National Accreditation Board (NAB).

This Quality Assurance Policy document provides the broad framework for achieving Quality Assurance in service delivery, as the university community strives to abide by its statutes, to achieve its vision and mission, and adhere to its core values. Quality Assurance must, in particular, provide a way of translating the vision, mission and core

values of the university into continuously improving achievements and outputs which should at all times exceed the expectations of clients and stakeholders.

1.2 KNUST'S VISION AND MISSION

The Act of Parliament establishing the University prescribes its mandate as an essential provider of higher education, undertaking research, disseminating knowledge and fostering relationships with outside persons and bodies. The strategic mandate of the University is derived from the *Science and Technology* in its name and is captured in its vision and mission which are as follows:

1.2.1 Vision Statement

The vision of KNUST is to be a leading science and technology University advancing knowledge to promote sustainable development.

1.2.2 Mission Statement

KNUST exist to advance knowledge in science and technology through creating an environment for undertaking relevant research, quality teaching, entrepreneurship training and community engagement to improve the quality of life.

1.3 KNUST'S CORE VALUES

The KNUST is committed to attracting and developing excellent staff and students in order to contribute towards the achievement of the goals, targets and directions that the government has set for higher education. The following cherished values characterise the work and life of the University.

- i. Leadership in Innovation and Technology
- ii. Culture of Excellence
- iii. Diversity and Equal Opportunity for All
- iv. Integrity and Stewardship of Resources

This Quality Assurance Policy seeks to provide a general framework for and connections with other important policies concerning Research, Teaching and Learning, Ethics, Gender, ICT, among others. It is necessary to note that details of specific policies have been developed separately to serve various purposes and reference will be made to them, where appropriate, in this document.

CHAPTER TWO:

POLICY CONTEXT & DEVELOPMENT

2.1 INTRODUCTION

The KNUST utilises a number of processes to maintain, assure and enhance academic standards. The university is responsible for the maintenance of academic standards but it is answerable to the Ministry of Education (MOE), through its external supervisory bodies, like the National Accreditation Board (NAB) and the National Council for Tertiary Education (NCTE). It also collaborates with regional bodies, such as, the Association of Africa Universities (AAU), the Association of Commonwealth Universities (ACU) and the United Nations Educational, Scientific and Cultural Organisation (UNESCO), as well as, Professional bodies like The International Network for Quality Assurance Agencies in Higher Education (INQAAHE) to achieve the highest quality standards.

The overall context with regard to the impact of the various components of the system can be placed under the achievement of quality research, teaching, learning and service delivery; hence, the quality assurance policy cuts across all operational areas of KNUST. The implementation of the Quality Assurance policy shall be influenced by norms, rules and regulations, as well as, enforcement mechanisms, as stated in the relevant national and university policies.

2.2 DEFINITIONS

The International Standards Organisation (ISO 9000 series) defines **quality** as the degree to which a set of inherent characteristics fulfils requirements, where requirements are defined as needs or expectations that are stated, implicit, or mandatory. The definition of quality for our purposes suggest the following characteristics:

- Technical knowledge or competence in a major field;
- Literacy (communication and computational skills, technological skills);
- “Just-in-time” learning ability that enables graduates to learn and apply new knowledge and skills as needed—often referred to as lifelong learning skills;
- The ability to function in a global community, including knowledge of different cultures and contexts, as well as, foreign language skills;
- Range of characteristics and attitudes needed for success in the workplace including: flexibility and adaptability; ease with diversity; motivation and persistence; high ethical standards; creativity and resourcefulness; and the ability to work with others, especially in groups; and
- Demonstrated ability to apply these skills to complex problems in real-world settings.

Quality Assurance is the systematic review of all that pertains to educational programmes to ensure that acceptable standards of education, scholarship and infrastructure are maintained. The Quality Assurance Agency (QAA) describes quality assurance as “the means through which an institution ensures and confirms that the conditions are in place for students to achieve the standards set by it or by another awarding body” (QAA, 2004). Quality Assurance also refers to a collective process, by which the University as an academic institution ensures that the quality of educational process is maintained to the standards it has set for itself. Through its quality assurance arrangements, the University is able to satisfy itself, its students and interested external personnel or bodies (Hong Kong Baptist University, 1994).

The UNESCO International Institute of Educational Planning refers to Quality Assurance as a continuous process of evaluating, guaranteeing, maintaining and improving the quality of higher education systems, institutions or programmes. As a regulatory mechanism, Quality Assurance focuses on both accountability and improvement. It is a continuous and conscious process aiming at excellence. The purpose

of Quality Assurance is capacity building within an institution for pursuing quality improvement leading to stakeholder satisfaction.

Providing internal Quality Assurance encompasses all the measures and mechanisms an institution puts in place at the institutional level, to ensure that there is continuous improvement in its quality of educational systems and programmes.

2.3 QUALITY ASSURANCE AT KNUST

The statutes of the KNUST (Statute 47) stipulates that there shall be established a Quality Assurance and Planning Unit which shall, in consultation with Provosts, Deans and Heads of Department, institute measures and mechanisms in respect of:

- a. Strategic Planning
- b. Quality Assurance
- c. Management of student data and any other responsibilities as may be assigned to it by the Vice-Chancellor

Since its establishment in October 2002, the Unit has been responsible for the following:

- a. The assessment of courses and lecturers by students
- b. Ranking of academic departments
- c. The assessment of administrative heads of the university by their subordinates
- d. Preparing and assisting departments to go through external accreditation by NAB
- e. Organising cutting-edge workshops for all categories of staff, to build their capacity in the areas of research, teaching and administration among others
- f. Assisting in the conduct of examinations by developing appropriate programmes for marking multiple choice (examination) questions (MCQ).

- g. The production of staff and students' ID cards
- h. Organising orientation workshops for new staff.
- i. Preparing and publishing Basic Statistics for annual congregations
- j. Preparing and publishing compilations of research output by staff annually.
- k. Managing student data and organising them for the NAB, the NCTE, researchers and other stakeholders.
- l. Monitoring the strategic planning activities of the university, colleges and departments in order to advise and make recommendations to management.
- m. Providing policy analysis to management in areas such as, vetting extra-teaching claims by staff for payment to be made.
- n. Advising the Academic Curriculum, Quality and Staff Development Committees on the determination and maintenance of acceptable levels of academic standards with respect to teaching, learning and research.
- o. Conducting departmental reviews at least once every five years, to be preceded by self-assessment exercises and quality audits
- p. Organising annual exit surveys of graduating classes and periodically undertaking tracer and employer surveys
- q. Disseminating information on a regular basis, on matters related to quality enhancement to the wider community and beyond
- r. Facilitating and overseeing the preparation of quality audits, self-studies, quality assurance reviews, surveys, staff training and development initiatives.
- s. Writing proposals to seek funding for quality assurance related projects for the university.

In a report to the World Bank, Materu (2007) stated that “*KNUST alongside the University of Cape Coast had the best established and most effective Quality Assurance units among all the tertiary institutions*

in Ghana". The report further states that "the activities of the Unit encompassed the introduction of regular staff assessment by students, the organisation of capacity-building workshops for staff, a survey to determine the standard of teaching, the launching of Quality Assurance Management, etc."

In spite of the successes achieved, there has not been a well-documented policy for Quality Assurance. There is therefore the need for a clear-cut policy on Quality Assurance to ensure the pragmatic implementation of operations of the unit in the overall management of the university.

2.4 QUALITY ASSURANCE POLICY OBJECTIVES

The main goal of this policy document is to ensure that KNUST achieves its mission to advance knowledge in Science and Technology by guaranteeing that quality education is provided to students; that research and publications are enhanced, and that all areas of the university's operations achieve quality service delivery. Specifically, the policy seeks to achieve the following objectives:

- a. Leadership in academic excellence by safe-guarding and improving the academic standards and quality of teaching and learning;
- b. Leadership in innovation and technology through the development of appropriate programmes in science and technology that meet the needs of the job market and industry;
- c. Maintaining the integrity of degrees/certificates awarded;
- d. Ensuring that staff and students' research are conducted with the highest integrity that meets local and international standards;
- e. Ensuring continuous improvement of the quality of community services rendered to stakeholders;
- f. Provision of cutting-edge capacity building workshops for all staff to guarantee regular improvement of internal and support services;

- g. Expanding internal quality mechanisms to cover all university operations;
- h. Ensuring quality service delivery to all stakeholders and promoting the culture of excellence among all members of the university community; and
- i. Ensuring ethical implementation of all activities and programmes.

2.5 SCOPE OF THE POLICY

Quality Assurance has become a modern trend in effective university administration in Ghana and globally. A number of factors interact to determine quality in the educational enterprise. These include students, staff, academic programmes, infrastructure, instructional resources, and governance and support services. To achieve optimal operation of these factors in order to ultimately attain quality, the various sections of the university should function properly. To ensure that the KNUST becomes part of this global phenomenon, this policy shall cover all the areas of the university's operations and facilities namely:

- a. All Colleges/Faculties, Institutes, Academic/Administrative Departments, Research Centres and all other specialised and productive units within the university;
- b. All staff (Senior Members, Senior Staff and Junior Staff), temporary and permanent, who are engaged in teaching, research, administration, professional services, consultancy and all those providing support services to the core functions of the university;
- c. All registered students;
- d. Infrastructure including learning resources, sporting facilities, medical facilities etc; and
- e. All governance/institutional structures including Council, Boards and Committees, as well as, social amenities and information dissemination structures.

2.6 DESIRED OUTCOMES FROM THE IMPLEMENTATION OF THE QUALITY ASSURANCE POLICY

The implementation of the Quality Assurance policy is to achieve the following:

- a. High students' performances and quality of graduates;
- b. Meeting the expectations of our entire major stakeholders including Government, Employers, Parents, Alumni, etc.;
- c. Ensuring accountability and transparency in the education delivery process by involving students and the community;
- d. Enhanced capacity of staff and students to compete with other staff and students in other institutions in Ghana, Africa and globally;
- e. Improved institutional ranking and public image, as well as, prestige of the KNUST;
- f. Enhanced research output of staff; and
- g. Realisation of the vision and mission of the university.

CHAPTER THREE:

POLICY STATEMENTS

3.1 SPECIFIC POLICY STATEMENTS

3.1.1 *Public Service*

- a. The University shall cooperate with the Ghana Government, the Ministry of Education (MOE) and its agencies, such as the National Council for Tertiary Education (NCTE), National Accreditation Board (NAB), the Vice Chancellors Ghana (VCG) and other professional bodies such as the Ghana Institution of Engineers (GhIE), and the Medical & Dental Council (MDC) to ensure that the mandate given to the institution is properly executed.
- b. The University shall adhere to all norms, rules and regulations with regard to the policy on tertiary education as set out by the appropriate bodies.
- c. The University shall collaborate with other tertiary institutions (both local and international), and assist other academic institutions affiliated to the KNUST for effective running of those institutions.
- d. The University shall provide technical support to industries, corporations, other stakeholders and communities in the area of human resources and shall influence national policy on science and technology.

3.1.2 Admissions

- a. The admission of students into programmes in the University shall be conducted in a transparent and fair manner, based on merit and guided by well-documented and consistent criteria (refer to student handbook).
- b. The Academic Board shall be the final authority to approve quotas for the various programmes and shall give consideration to students from less-endowed communities, as well as, minority groups to ensure diversity among the student population.
- c. An efficient, timely and reliable ICT system shall be maintained and continuously improved, to process admission applications at all levels with an in-built mechanism for validating students' information.

3.1.3 Teaching and Learning

- a. The KNUST Teaching and Learning Policy shall be the main document that defines quality improvement in teaching and learning.
- b. The University shall commit itself to the recruitment and retention of high calibre and top-notch academic staff and an effective system shall be instituted to validate their qualifications.
- c. The academic staff shall demonstrate commitment to scholarly values, to lifelong learning, and to professional and personal growth.
- d. The academic staff must comply with ethical standards in teaching and learning and be sensitive to students with special needs.
- e. The University shall commit itself to the provision of modern, state-of-the-art lecture halls with comfortable furniture, audio-visual systems, efficient lighting and uninterrupted power supply.

- f. The University shall continuously provide e-learning facilities and promote the use of technology to enhance sharing of knowledge among academic staff and students of KNUST and others globally.
- g. The University/Colleges/Faculties/Departments shall ensure that all programmes are accredited and accreditation conditions are continuously adhered to.
- h. All students shall make themselves available for instructions, adhere to the requirements of their programmes and perform all tasks assigned to them, as part of the learning process.

3.1.4 Research

- a. There shall be a comprehensive Research Policy, which shall be reviewed periodically, to enhance its relevance to changing needs of the university.
- b. All research shall comply with laid down rules and regulations, giving consideration to ethical and environmental impacts, as well as relevant institutional, national and funder regulations.
- c. Appropriate Intellectual Property regulations shall be followed in the event of inventions and creative works arising out of the research especially where commercial gains are expected. Proprietary rights including copyright and patents shall be secured and enforced where applicable.
- d. Policies and guidelines governing the conduct of research in the University shall be developed from time to time with wide stakeholder input.
- e. Research activities shall be decentralised as much as possible and every academic staff shall have a research agenda.
- f. Research shall be well integrated into the teaching and learning processes.
- g. All research activities undertaken in all Units/Departments/Faculties/Colleges shall be properly managed, and conducted

with appropriate reporting procedures and feedback given to funding agencies, where applicable.

- h. All research activities in the university shall be documented through College-based Research Management Offices and centrally through the Office of Grants and Research.
- i. Databases on successful research grant awards in the University shall be established and maintained at the Colleges, Office of Grants and Research and the Quality Assurance and Planning Unit.
- j. Every researcher shall ensure compliance with all relevant institutional, national and funder regulations and a responsible conduct of research including but not limited to research integrity, handling of samples and materials, protection of human and animal subjects and documentation.
- k. Researchers and research staff shall undergo periodic training on the conduct of research to enhance their competence and update themselves on current knowledge and practices.
- l. Research mentoring shall be systematic and all young researchers will have formal training and mentoring which should include grantsmanship.

3.1.5 Staff Recruitment, Promotions and Development

- a. There shall be a clear Human Resource Policy, as well as, appropriate conditions of service for all categories of staff.
- b. All such documents shall be properly communicated to staff during their appointments and promotions processes.
- c. The University shall commit itself to continuous professional development of its staff through the organisation of in-service training/workshops, seminars and provision of study opportunities.
- d. The University shall institute and implement a performance appraisal system to monitor performance of all categories of staff.

- e. Staff shall be well motivated and appropriate reward systems such as, Long Service and Outstanding Performance Awards, etc. shall be instituted to motivate staff.
- f. The University shall continuously review its staff promotion process to make it more transparent, fair and objective.
- g. The University shall institute family friendly support systems, including, crèches and pre-school day care centres etc.

3.1.6 Health and Safety

- a. The University shall provide a safe environment for its entire staff, students and others living or operating within the University community.
- b. University staff and students shall be trained in the safe use of tools, machinery and equipment to limit the incidence of injuries and accidents at the workplace.
- c. Emergency response services, such as, the Fire Service, the University Hospital, etc. shall be well resourced to respond to emergencies in order to save lives and property.
- d. The Security Department shall be equipped with the necessary logistics and training to fight crime, control violence and protect the University from armed robbery and burglary.
- e. The University shall maintain the highest levels of environmental cleanliness and hygiene within and around all its facilities especially in respect of the provision of effective cleaning and waste management arrangements, as well as, uninterrupted supply of clean running water.
- f. The University shall commit itself to the provision of quality and comprehensive healthcare for all its staff and students.
- g. The University Health Services shall be responsible for the prevention and control of outbreak of diseases within the University Community.

- h. There shall be a comprehensive Health and Safety Policy for the University.
- i. The University shall require the same high standards of health and safety from private student hostels and staff accommodation as a condition for their accreditation.

3.1.7 Stewardship of Resources and Integrity in Service

- a. The University shall actively promote and maintain environmentally sustainable processes in respect of land, air, water bodies, flora and fauna within its boundaries, as well as, through advocacy and research, at the local, national and international levels.
- b. All staff shall uphold the highest sense of integrity and responsibility when using any of the university's resources.
- c. All staff shall work within the period assigned to them.
- d. The University shall introduce and implement an efficient automated system to track attendance
- e. All staff shall handle all equipment, tools and facilities assigned to them with care and always cultivate the culture of maintenance.
- f. All staff shall respect all other people including co-workers, clients and guests and shall strive to ensure team work and harmonised living.
- g. All staff shall avoid sexual harassment, racial/ethnic/religious discrimination, and suppression of minority groups and shall assist people with disabilities as stated in the relevant KNUST Policies.

3.1.8 Students Involvement in Management

- a. Students shall be well represented in all Committees/Boards as stipulated in the Statutes and other policies.

- b. Students shall be involved in the Quality Assurance process by evaluating courses and lecturers, non-teaching staff as well as other service providers such as the Library, University Health Services, etc.
- c. Due process shall be followed in all disciplinary matters involving students.
- d. Counselling services shall be available to staff and all students in all aspects of their academic and social life.

3.2 IMPLEMENTATION OF RESPONSIBILITIES FOR MAJOR STAKEHOLDERS

For effective and efficient implementation of the policies stated in section 3.2, there is a need for the major stakeholders to assume certain responsibilities.

3.2.1 Responsibilities of Students

Students must maintain their statuses at all times. They must seek to always promote the image and integrity of the University. This, they must do by adhering to academic excellence and integrity. They must observe all University rules and regulations, and respect the matriculation oaths they take as part of their admissions. They must follow and use the appropriate channels of communication at all times.

3.2.2 Responsibilities of Staff

Staff must undertake their assigned duties with all diligence, dedication and with the highest sense of integrity. They must adhere to all the conditions that come with their appointments/promotions.

They must avail themselves and provide service to the University, national and international communities. They must ensure quality service in their respective areas of teaching and research, administrative and professional services.

3.2.3 Responsibilities of University Management

The University Management must provide a conducive atmosphere, free of fear and intimidation, and encourage the interaction of ideas and counter ideas as an academic institution. All policies, rules, and regulations must be initiated, communicated, implemented and evaluated with full participation of all staff and students where necessary. They must be applied without fear or favour in a transparent manner. There should be a system in place to promote scholarship, creative thinking, innovation and knowledge transfer. There should be an effective system to monitor performances and reward service, as well as, academic excellence.

CHAPTER FOUR:

ADMINISTRATIVE STRUCTURE

4.1 NAB'S GUIDELINES FOR ESTABLISHMENT OF INTERNAL QUALITY ASSURANCE UNIT (IQAU)

The NAB requires all accredited institutions in Ghana to establish an IQAU. The functions of the IQAU as required by NAB include the following:

- a. Review and advise the management of the institution's "Strong Room".
- b. Supervise the conduct of Examinations.
- c. Facilitate internal capacity building for faculty and academic support staff.
- d. Oversee the institution's accreditation processes and other quality-related engagements with the NAB, including annual reporting.
- e. Facilitate the development, dissemination and application of quality benchmarks/parameters for the various academic and administrative activities of the institution.
- f. Facilitate the collation and integration of feedback from students and other stakeholders on quality-related issues in the institution.
- g. Facilitate inter-and intra-institutional workshops and seminars on quality assurance related themes for the promotion of quality culture.
- h. Act as a nodal agency for the coordination, documentation and dissemination of quality assurance related issues.
- i. Develop and maintain a database on quality-related information.

- j. Prepare an annual quality assurance report on the institution based on the quality parameters/assessment criteria set for the institution in the year under review.
- k. Oversee internal and external ranking issues for the institution and its programmes.
- l. Manage the institution's affiliation with the mentored institutions (where applicable).
- m. Facilitate the development and assessment of curricula.

4.2 THE ESTABLISHMENT OF THE QUALITY ASSURANCE & PLANNING UNIT (QAPU) AND ITS FUNCTIONS

The QAPU was established at the KNUST in October 2002 to replace the Planning Unit. KNUST Statute (47) requires the establishment of the Unit. The Unit is under the office of the Vice-Chancellor and headed by a Senior Member appointed by the Vice-Chancellor. The Unit is responsible for the strategic planning, management of quality assurance, as well as, management of information systems of the University.

The Unit, in consultation with Provosts, Deans, Directors, Heads of Department and the University Administration co-ordinates the activities of the University, Colleges, Faculties and Departments, regarding the preparation, implementation, monitoring and evaluation of strategic planning; as well as, quality service delivery in respect of teaching, research, administration and other services, in order to ensure that the University attains academic and service excellence. The Unit has the mandate to prepare and maintain an up-to-date database on the University, and perform any other relevant functions as may be assigned to it by the Vice-Chancellor.

4.3 SECTIONS WITHIN QAPU

The following sections shall be established in the QAPU:

- a. Quality Assurance, Accreditation and Institutional Planning Section
- b. Monitoring, Evaluation, Research and Publications Section
- c. Data Processing and Management Information Systems Section

4.3.1 *The Quality Assurance, Accreditation and Institutional Planning Section*

The Section shall be responsible for the following, among others:

- a. Monitor all activities of quality assurance in the University.
- b. Assist with both internal and external accreditation processes of the University.
- c. Provide advice and policy alternatives in the implementation of Quality Assurance policies and activities.
- d. Provide professional opinion to Management on current issues bordering on Quality Assurance.
- e. Link the Unit to appropriate professional bodies and at the local, regional and international levels.
- f. Assist in setting performance standards of the university.
- g. Assist in the development of strategic plans and policies for the smooth administration of the University.
- h. Monitor the implementation of strategic plans and policies of the University.
- i. Assist in the development and implementation of the University's land use plans to ensure orderly spatial development.

4.3.2 The Monitoring, Evaluation, Research and Publications Section

The Section shall be responsible for the following, among others:

- a. Assist in the evaluation of all categories of staff.
- b. Assist in developing appropriate performance appraisal mechanisms for all categories of staff.
- c. Carry out needs assessments and tracer studies (students' destination information) for curriculum development.
- d. Gather appropriate data through research, sampling of opinions by way of satisfaction surveys for alumni, and other stakeholders.
- e. Co-ordinate publications on University statistics and Quality Assurance issues.
- f. Undertake periodic evaluation of University policies and strategies for institutional transformation.

4.3.3 The Data Processing and Management Information System Section

The Section shall be responsible for the following among others:

- a. Assist with management of all student data.
- b. Assist in the development of appropriate application systems for effective management of data and other related services.
- c. Co-ordinate and publish the Basic Statistics and Quality Assurance Bulletin.
- d. Assist in the provision of up-to-date data to Management and other stakeholders who may require them.
- e. Assist and coordinate academic resource planning, management and allocation, using a suitable system e.g. the Central timetabling system of the University.

- f. Provide reports on examinations, classroom monitoring and resource utilisation reports periodically for senior management and stakeholders.
- g. Provide data to all major stakeholders.

4.4 QUALITY ASSURANCE SUB-COMMITTEES IN VARIOUS UNITS/COLLEGES

There shall be established in all Colleges and Professional Units of the University, Quality Assurance Sub-Committees to:

- a. Co-ordinate the activities of Colleges/Units regarding the preparation, implementation, monitoring and evaluation of strategic planning in consultation with the Quality Assurance and Planning Unit (QAPU).
- b. Co-ordinate all activities to ensure quality service delivery, effective teaching, research, administration and other services to enable the University attain academic and service excellence in consultation with the QAPU.
- c. Provide brief reports of their activities every semester to the QAPU.
- d. Perform any other functions as may be assigned to them by the Vice-Chancellor and the QAPU

4.5 QAPU LINKAGE WITH OTHER BOARDS/ COMMITTEES AND UNITS

The QAPU shall be responsible to the Vice-Chancellor. It shall have a close relationship with all Boards/Committees of the University in matters that relate to policies and quality assurance, including:

- a. The Academic Board (Member)
- b. The Welfare Board (Member)
- c. The Appointments and Promotions Committee (Member)
- d. The Graduate School Board (Member)

- e. The International Programmes Office Board (Member)
- f. The University Ranking Committee (Member)
- g. The College Boards (the Chairman of College Sub-Committee Member shall represent QAPU)
- h. The Examinations Coordinating Committee (Member)
- i. The Institute of Distance Learning Board (Member)
- j. The Planning and Resource Committee and any other related bodies (Member)
- k. The Head of QAPU or appropriate representatives shall serve the above Committees and Boards where necessary.

4.6 EXTERNAL LINKAGES

Externally the QAPU shall receive inputs from the following:

National:

- i. Ministry of Education (MOE)
- ii. The National Accreditation Board (NAB)
- iii. The National Council for Tertiary Education (NCTE)
- iv. Vice Chancellors Ghana (VCG)

Regional:

- i. The Association of African Universities (AAU)

International:

- a. The European Association for Quality Assurance (EAQA)
- b. The International Network for Quality Assurance Agencies in Higher Education (INQAAHE)
- c. International Association of Universities (IAU)
- d. Association of Commonwealth Universities (ACU)

The QAPU shall hold membership of these bodies where applicable for continuous development programmes and attend conferences/seminars periodically.

CHAPTER FIVE:

IMPLEMENTATION STRATEGIES

The QAPU shall use various strategies and instruments to achieve its mandate. The following strategies among others, shall be used to implement the various objectives:

5.1 INTERNAL ACCREDITATION REVIEWS

The QAPU, in consultation with the Vice-Chancellor, shall periodically constitute Committees to undertake internal accreditation of all programmes to ensure that they meet the standards set by appropriate bodies like the NCTE, the NAB, as well as prepare all departments for external accreditation.

5.2 EXTERNAL ACCREDITATION

The QAPU shall co-ordinate appropriately with external agencies for the purpose of external accreditation. This is to ensure that the University meets internal standards and benchmarks set by the external bodies.

5.3 INSTITUTIONAL AUDIT/REVIEW

The QAPU shall occasionally co-ordinate the institutional audits/reviews of the University set by the University Council or NAB. The mandate of these audits/reviews shall cover all operational areas of the University.

5.4 CAPACITY BUILDING

All categories of staff shall have orientations organised for them. Demand-driven and specialized training shall be organised for all staff in their respective areas by the QAPU (in consultation with the HRD) to

ensure that there is continuous improvement in work output. Similar workshops shall be organised for affiliate institutions.

5.5 EXAMINATION AUDIT

The Examination Audit Committee set-up by the Vice-Chancellor shall audit all examination results before their presentation to the Academic Board. This would ensure accountability and integrity in the process of awarding certificates and degrees.

5.6 STUDENT ASSESSMENT OF COURSES

Students' evaluation of courses, taken each semester should enable the QAPU to obtain feedback and the information should be used to organise capacity training for staff in pedagogy, teaching methods and curriculum developments. Feedback from these exercises would enable the staff to improve upon teaching and learning in the University.

5.7 ASSESSMENT OF CONDUCT OF COURSES BY LECTURERS

Students shall evaluate all lecturers on the courses that they have taught. Areas such as provision of teaching materials, students' attitudes to learning and their performances should be evaluated. This would enable the QAPU obtain information on teaching and learning and also assist in reporting. Feedback from these assessments should be made available to the Management, Provosts, Deans and HODs concerned for improvement.

5.8 MONITORING OF EXAMINATIONS

The QAPU should participate in the planning of end of semester examinations. The Quality Assurance Sub-Committees in the Colleges should monitor the semester examination and provide brief reports to the QAPU.

5.9 ASSESSMENT OF ADMINISTRATIVE HEADS OF THE UNIVERSITY

All administrative staff should be assessed by their subordinates and all those they work with. Top Management (Vice-Chancellor, Pro Vice-Chancellor, Registrar) all Directors, all Provosts and College Registrars, all Deans and HoDs among others should be assessed periodically. Feedback would be made available to them for improvement; and based on the feedback, necessary capacity training should be organised for them.

5.10 DEPARTMENTAL RANKING

An appraisal mechanism should be developed by the QAPU to assess all academic departments. Information obtained from these appraisal exercises would be used to rank the departments to motivate them to work harder.

5.11 SATISFACTION SURVEYS/ RESEARCH

The QAPU should organise the following studies/surveys, in order to obtain feedback from all major stakeholders:

- Tracer Studies /Alumni Survey
- Students' Satisfaction Survey
- Employer Satisfaction Survey
- Staff Satisfaction Survey
- Staff Exit Surveys
- Environmental Surveys
- External Community Perception Survey

Such studies/surveys should be organised on a regular basis and the results would be used as inputs into the University strategic plan(s) and improvement in quality assurance service delivery in the University.

CHAPTER SIX:

CONCLUSION

6.1 VALIDITY OF POLICY PROVISIONS

This policy does not seek to replace other University policies. It is meant to support and improve current University policies. In the event of conflicts with other policies such as the Statutes, appropriate measures shall be taken by Management (Academic Board) to address the conflicts.

This policy shall become operational following the approval of the Academic Board. The policy shall however, be subject to periodic reviews and changes to conform to current trends.

6.2 REVISION OF POLICY DOCUMENT

The entire Policy shall be reviewed every five (5) years to ensure that it becomes relevant to the administration and management of the University.

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