

Kwame Nkrumah University of Science and Technology, Kumasi

Affiliations POLICY



AFFILIATIONS POLICY



KWAME NKUMAH
UNIVERSITY OF SCIENCE
AND TECHNOLOGY, KUMASI

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FOREWORD

It is with great pleasure and a sense of responsibility that we introduce our Institutional Affiliation Policy, a document that represents a significant milestone in the growth and development of our institution. In today's rapidly changing educational landscape, partnerships and affiliations between institutions have become crucial for fostering excellence, encouraging collaboration, and nurturing innovation. This Policy stands as a testament to our commitment to building meaningful relationships with our Affiliate Institutions, thereby enhancing the educational experience we provide.

At the heart of this Policy is a dedication to quality and a sense of responsibility. We recognize that affiliations can only be truly valuable if they are founded on principles of academic rigour, mutual respect, and shared goals. The Policy aims at establishing the criteria and standards to govern the mode of appointment of representatives of Academic Board/Council and moderators as well as their responsibilities; the responsibilities of the Affiliations Office in supporting and coordinating the work of the moderators and representatives and monitoring and evaluation tools to assist the Affiliations Office follow the growth and performance of the Affiliate Institutions.

It is expected that the implementation of this policy will ensure the maintenance of high-quality standard in our Affiliate Institutions and contribute immensely to the development of the nation and also to create a framework that ensures our affiliations are not just formal agreements but dynamic collaborations that enrich the academic journeys of our students and faculty.

The University is grateful to all those who ensured the initiation, development, and approval of this Policy.

PROFESSOR (MRS.) RITA AKOSUA DICKSON
VICE-CHANCELLOR

ACKNOWLEDGEMENT

As part of the strategic planning mandate of the Quality Assurance and Planning Office (QAPO), university policies are initiated and proposed for approval by the Academic Board. The Office, therefore, initiated the development of the Affiliations Policy that was approved by the Academic Board.

The Quality Assurance and Planning Office is grateful to Prof. Samuel Innocent Kofi Ampadu and his Committee members made up of Prof. K. Ofori-Kwakye, Prof. W. G. Akanwariwiak, Prof. E. A. Frimpong, Dr. W. K. Abroampa, Mrs. O. A. Titiloye, and Ms. Josephine Baffoe for drafting this Policy. The Office is also grateful to the Affiliations Committee and the Academic Board for providing valuable input in various ways towards the preparation and adoption of this Policy.

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Finally, we wish to appreciate the contributions of all staff of the University who contributed in diverse ways to the development and approval of this Policy.

PROFESSOR JERRY JOHN KPONYO

DEAN, QUALITY ASSURANCE AND PLANNING OFFICE

JANUARY, 2024

CONTENTS

FOREWORD	iii
ACKNOWLEDGEMENT	iv
POLICY OPERATION AND PROCEDURES	1
Preamble	1
Purpose	1
Objectives	1
SCOPE OF THE POLICY/APPLICATION	2
POLICY STATEMENT	3
KEY STRATEGIES	4
Affiliate Institutions	4
KNUST through Moderators/Representatives	5
KNUST through Affiliations Office	6
POLICY FRAMEWORK FOR REPRESENTATIVES ON COUNCILS AND ACADEMIC BOARDS OF AFFILIATE INSTITUTIONS	7
Conditions of Appointment of Council and Academic Board Representatives	7
POLICY FRAMEWORK FOR MODERATORS OF AFFILIATE INSTITUTIONS	9
Appointment of Moderators	10
Procedure for Appointment of Moderators	10
Conditions of Appointment of Moderators	10
Moderation of Examination Questions	11
Initiation and Conduct of Academic Moderation	11
RESPONSIBILITY FOR IMPLEMENTATION	13

Responsibilities of Council Representatives	13
Responsibilities of Academic Board Representatives	14
Responsibilities of the Affiliate Institution towards Council and Academic Board Representatives	15
Responsibilities of the Moderator	15
Responsibilities of the Affiliations Office (KNUST)	16
MONITORING AND EVALUATION OF THE POLICY	19
PAYMENT OF REPRESENTATIVE AND MODERATOR'S ALLOWANCES/	20
RE-IMBURSEMENT OF EXPENSES	20
KEY STAKEHOLDERS	21
DEFINITION OF TERMS	22
RELATED POLICY AND OTHER DOCUMENTS	23
EFFECTIVE DATE/VALIDITY	24
REVIEW DATE	25
APPENDIX A: FUNCTIONS OF COUNCIL AND ACADEMIC BOARD	26
APPENDIX B: KNUST EXAMINATION PROCESSES	30
APPENDIX C: MODERATORS' REPORTING FORM FOR INSTITUTIONAL VISIT	34
APPENDIX D: REPORTING TEMPLATE FOR EXAMINATION MODERATION	38
APPENDIX E: REPORTING TEMPLATE FOR COUNCIL/ACADEMIC BOARD REPRESENTATIVES	40
APPENDIX F: AFFILIATION APPLICATION PROCESSES	42

POLICY OPERATION AND PROCEDURES

PREAMBLE

The Kwame Nkrumah University of Science and Technology (KNUST), Kumasi, as a recognised Public University, avails itself to play its part by providing support and mentorship to Private University Colleges to train and develop the needed manpower for national development. *(See Appendix F).*

PURPOSE

The purpose of this policy is to provide guidelines to regulate the relationship between the University and its affiliate institutions. This document clearly specifies the obligations of KNUST, its moderators, and representatives on one hand, and the affiliate institutions on the other to ensure there will be no ambiguity in the role of all parties in the relationship.

OBJECTIVES

The policy aims to provide a policy framework for use by moderators and KNUST representatives in the Affiliate Institutions, to guide KNUST's interaction with its Affiliates and to develop a monitoring and evaluation tool for use by the Affiliations Office to measure growth and performance of Affiliate Institutions.

The specific objectives of the policy are as follows:

- Regulate the relationship between the University and its affiliate institutions,
- regulate the operations and practices of affiliate institutions,
- improve standards of operation in affiliate institutions, and
- ensure standardization of reporting and feedback on monitoring and supervision and ensure consistency in the University's affiliate relationship with all institutions.

SCOPE OF THE POLICY/APPLICATION

Each Tertiary Institution that has an Institutional Affiliation with Kwame Nkrumah University of Science and Technology (KNUST), Kumasi shall have a KNUST representative on its Council. However, if the Institution has both Institutional Affiliation and Programme Affiliation, there shall be one KNUST representative on the Council and a separate representative on the Academic Board. The Affiliations Policy covers the mode of appointment and training of Moderators of programmes, Council and Academic Board representatives. It also includes a unified reporting template for moderator visits, for moderation of examinations as well as reporting of council and academic board meetings to facilitate the extraction of key findings for action. The responsibilities of the Affiliations Office in supporting and coordinating the work of the moderators and representatives have also been summarized and a monitoring and evaluation tool has been developed to assist the Affiliations Office follow the growth and performance of the Affiliate Institutions.

POLICY STATEMENT

In line with the regulations of the Ghana Tertiary Education Commission (GTEC), Private and Public University Colleges are required to seek affiliation to operate under the mentorship of a recognized chartered University. KNUST upholds the highest quality standards and expects same from its Affiliate Institutions. It is in view of this that this Policy has been designed to guide KNUST's interactions with its Affiliate Institutions once the affiliation has been established by the Affiliation Agreement, Instrument of Affiliation and Memorandum of Understanding.

KEY STRATEGIES

The following constitute measures that each of the three stakeholders need to take to create and sustain high quality standards in Affiliated Institutions:

AFFILIATE INSTITUTIONS

- i. Affiliate institutions should establish a Quality Assurance Unit headed by qualified and experienced staff, to ensure quality in the discharge of their operations by implementing the following:
 - a. Students' assessment of Courses and conduct of Lecturers – ensure students embark on evaluation of courses taken each semester and all lecturers on the courses that they have taught. The feedback and the information should be used to organise capacity training for staff in pedagogy, teaching methods and curriculum developments to improve upon teaching and learning in the University.
 - b. Assisting in the conduct of examinations by developing appropriate programmes.
 - c. Satisfaction Surveys/Research - Organise the following studies/surveys to obtain feedback from all major stakeholders:
 - Tracer Studies/Alumni Survey
 - Students' Satisfaction Survey
 - Employer Satisfaction Survey
 - Staff Satisfaction Survey
 - Staff Exit Surveys
 - d. Conduct internal accreditation reviews - undertake internal accreditation review of all programmes to ensure that

they meet the standards set by appropriate bodies like the GTEC, professional bodies and the mentoring institution (KNUST).

- e. Provide advice and policy alternatives in the implementation of Quality Assurance policies and activities in the Affiliate Institution.
- ii. Ensure that qualified and experienced teaching and non-teaching staff are recruited.
- iii. Invest in capacity building of teaching and non-teaching staff.
- iv. Regular review of curricula and examination processes to ensure high-quality academic standards.
- v. Invest heavily in ICT infrastructure, internet/Wi-Fi access, library facilities and employ same in teaching and learning.
- vi. Initiate collaboration with KNUST in the area of research, teaching, and utilization of laboratory and ancillary facilities.

KNUST THROUGH MODERATORS/REPRESENTATIVES

- i. Enhance the moderation, monitoring and supervisory activities of designated KNUST representatives (Council and Academic Board reps, Moderators) on the Affiliate institutions through regular training and provision of adequate logistical support.
- ii. Ensure affiliate institutions provide their students with extensive hands-on practical experience through the provision of adequate and well-resourced laboratories/workshops/studios, etc. for their training.
- iii. Conduct regular review of curricula and spot checks on the conduct of examinations in Affiliate Institutions to ensure high-quality academic standards.
- iv. Ensure that qualified and experienced teaching and non-teaching staff are recruited by Affiliate Institutions.

KNUST THROUGH AFFILIATIONS OFFICE

- i. Create a software or an interface for Affiliate Institutions to upload examination results for audit purposes and to ensure the credibility of examination results. There is a need for KNUST to have examination records of mentee institutions from year one to final year.
- ii. Implement the termination/withdrawal of affiliation agreement for non-compliance or breach of KNUST policies/regulations as contained in the Affiliation Agreement, Instrument of Affiliation and Memorandum of Understanding.
- iii. Conduct yearly audit exercise on student admissions.
- iv. Conduct regular checks/validation of relevant employment documents of staff appointed by Affiliate Institutions.
- v. Institute a periodic audit exercise on operations of affiliate institutions, i.e., biennial (every two years).
- vi. Design and organize orientation, workshop, and capacity building programmes for staff of Affiliate Institutions.
- vii. Encourage collaboration between the affiliate institutions and KNUST in the area of students and staff exchange, research, teaching, and utilization of laboratory and ancillary facilities.

POLICY FRAMEWORK FOR REPRESENTATIVES ON COUNCILS AND ACADEMIC BOARDS OF AFFILIATE INSTITUTIONS

- i. Each Tertiary Institution that has an Institutional Affiliation with Kwame Nkrumah University of Science and Technology (KNUST), Kumasi shall have a KNUST representative on its Council.
- ii. However, if the Institution has both Institutional Affiliation and Programme Affiliation, there shall be one KNUST representative on the Council and a separate representative on the Academic Board.
- iii. All representatives shall be appointed by the Vice Chancellor and ratified by the Academic Board.
- iv. The KNUST representatives on the Governing Council and on the Academic Board of Affiliate Institutions represent the Vice Chancellor.
- v. The main objective of the position is to provide support and mentoring of an Affiliate Institution to ensure quality administrative processes, the attainment and maintenance of high academic standards (*see Appendix A*).

CONDITIONS OF APPOINTMENT OF COUNCIL AND ACADEMIC BOARD REPRESENTATIVES

- i. Council and Academic Board Representatives shall not be below the rank of Senior Lecturer.
- ii. The term of office of a KNUST representative on either the Council or Academic Board of an Affiliate Institution shall be

for a term of two (2) Academic years only and ordinarily shall not be renewable in the same Institution.

- iii. A representative on appointment shall go through an orientation programme organized by the Affiliations Office.
- iv. Representatives shall notify the Affiliations Office before they attend Council or Academic Board meetings to be abreast with happenings in the Institution and
- v. A representative shall submit a written report (**see Appendix D**) in a prescribed format to the Vice Chancellor through the Affiliations Office not later than TWO (2) weeks after every Council or Academic Board meeting.

POLICY FRAMEWORK FOR MODERATORS OF AFFILIATE INSTITUTIONS

- i. A Moderator is a faculty member appointed by the Vice Chancellor to moderate an academic programme in an affiliate Public/Private University College; College of Education, or Ministry of Health Training Institution (Nursing/Midwifery, Community Health, etc.).
- ii. Moderators shall be appointed for all academic programmes affiliated with KNUST.
- iii. He/she shall be appointed for an academic programme/group of programmes in which he/she has the requisite expertise/specialization.
- iv. Each academic degree programme will have one Moderator. However, composite academic degree programmes such as Medicine, Pharmacy, Accounting and Finance, etc., may have Moderators appointed for the various relevant specializations.
- v. The main objective of the Moderator position is the supervision and mentoring of academic programmes in an affiliate institution to ensure the attainment and maintenance of high academic standards.
- vi. Moderators are charged with oversight of the quality of the student learning experience and the student experience more generally.
- vii. The role of the Moderator is intended to be constructive and collegial and might be characterized as a critical friend or advisor.

- viii. The relationship should be based on dialogue and problem-solving, developing good communication with, and responding to the needs of the relevant academic programme.
- ix. Peer Moderators comprising selected Principals of Nursing/ Midwifery/Community Health nursing institutions may be appointed as Moderators for other Ministry of Health training institutions.
- x. The Moderator is not an additional External Examiner and, therefore, cannot act as such in an affiliate institution.

APPOINTMENT OF MODERATORS

PROCEDURE FOR APPOINTMENT OF MODERATORS

- i. When a vacancy occurs in the appointment of a moderator or the need for a Moderator is identified, the Affiliations Office shall contact the relevant Head of Department for the nomination of a suitable candidate.
- ii. The Affiliations Office shall forward the nomination advice to the Academic Board through the Vice Chancellor.
- iii. Upon approval by the Academic Board, the Vice Chancellor shall appoint the Moderator.

CONDITIONS OF APPOINTMENT OF MODERATORS

- i. Moderators are appointed by the Vice Chancellor on the advice of the Head of the relevant Academic Department, and approved by the Academic Board
- ii. The term of office of a Moderator in an affiliate institution shall be TWO (2) academic years and ordinarily not renewable in the same institution
- iii. A Moderator must attend an induction/orientation session (before they undertake their first visit to an affiliate institution).
- iv. A Moderator shall visit the Affiliate Institution and moderate their assigned programme at least TWO (2) times a semester.

- v. A Moderator shall submit a report in a prescribed format (*see Appendix C*) to the Vice Chancellor through the Affiliations Office not later than TWO (2) weeks after every moderation visit.
- vi. Upon completion of a term of appointment, a Moderator shall prepare Handing Over report and submit same to the Affiliations Office.

MODERATION OF EXAMINATION QUESTIONS

- i. The purpose of moderating examination questions is to ensure that the questions are error-free, clear and unambiguous; aligned to the learning outcomes in the course outline and are of the required academic standard for the level it is set.
- ii. Moderation of examination questions may be undertaken during a visit to the Affiliate Institution. Alternatively, examination questions, together with the model answers and marking scheme, may be submitted directly to the moderator (preferably electronically) for moderation.
- iii. Examination questions intended for moderation should be submitted to the accredited Moderator by the Affiliate Institution at least one month before the examination is due.
- iv. Results of examination papers which have not been submitted for moderation by KNUST appointed Moderator(s) shall not be processed for certification.
- v. Recommendations and comments made by the Moderator should elicit the necessary changes in the final questions for the examinations.

INITIATION AND CONDUCT OF ACADEMIC MODERATION

- i. A Moderator intending to visit an affiliate institution for moderation must inform the Affiliate Institution and copy the Affiliations Office in writing at least two weeks before the due date.

- ii. The Affiliations Office shall make arrangements for a University vehicle to be made available for the use of the Moderator for the trip. Where this is not possible, Moderators will be allowed the use of their own vehicle for the purpose of moderation activities in affiliate institutions in accordance with University regulations on the use of private vehicles.
- iii. The KNUST standardized Moderation Report Form (**Appendix B**) shall be used by Moderators to gather the relevant information/ data on their moderation activities in the Affiliate Institution.
- iv. Completed Moderation Reports (electronic copy) shall be submitted to the Vice Chancellor (through the Affiliations Office) and copied to the Provost of College, Dean of Faculty and Head of Department of the relevant academic Department.

RESPONSIBILITY FOR IMPLEMENTATION

The Affiliations Office shall be charged with the day-to-day responsibilities of ensuring the implementation of the Affiliation policy and reporting on same to the Affiliations Committee and the Academic Board. The University Management shall ensure that the requisite resources are provided to the Affiliations Office for the pursuit of the objectives of this Policy. The following shall constitute the responsibilities of the identified stakeholders:

RESPONSIBILITIES OF COUNCIL REPRESENTATIVES

With reference to the functions of the Governing Council, the KNUST representatives shall:

- i. Attend all regular and emergency Council meetings of Affiliate Institutions.
- ii. Take part in all deliberations related to the functions of the Council and articulate KNUSTs position on such matters when necessary.
- iii. Ensure that promotion of staff that come to Council for ratification has followed due processes.
- iv. Ensure that all due processes have been adhered to in the appointments of qualified staff.
- v. Present written reports not later than two (2) weeks after a Council meeting to the Vice-Chancellor through the Affiliations Officer in a specified format as per **(Appendix E)**.

RESPONSIBILITIES OF ACADEMIC BOARD REPRESENTATIVES

With reference to the functions of the Academic Board, the KNUST representatives shall:

- i. Be present at all regular and emergency meetings of Affiliate Institutions.
- ii. Ensure that qualified staff are teaching courses assigned to them.
- iii. Ensure the approval of First and Second Internal examiners.
- iv. Ensure that due processes have been followed in the consideration of examination results before they get to Academic Board and are in conformity with KNUST regulations.
- v. Ensure that the rules of students' progression are applied in accordance with KNUST regulations.
- vi. Ensure that all examination results are audited by KNUST before they are considered and published.
- vii. Ensure that all academic programmes run by the Institutions have been duly reviewed by KNUST and accredited by the Ghana Tertiary Education Commission (GTEC).
- viii. Ensure that general entry requirements for admissions set for tertiary institutions and into specific programmes are adhered to.
- ix. Ensure that admissions done by the affiliate institution are verified.
- x. Familiarize themselves with the Statutes of the Affiliate Institution since Institutions may have certain peculiarities.
- xi. Ensure that examinations are conducted in line with KNUST provisions and standards (refer to Appendix B for processes in KNUST).

RESPONSIBILITIES OF THE AFFILIATE INSTITUTION TOWARDS COUNCIL AND ACADEMIC BOARD REPRESENTATIVES

- i. Provide relevant documentation including Statutes, Scheme of Service, Administrative Manuals, etc. and schedule of meetings directly to the Council/Academic Board representatives copied to the Affiliations Office.
- ii. Send invitation for all regular and emergency meetings to representatives on Councils two (2) weeks before the meeting and notify the Affiliations Office.
- iii. Provide the Affiliations Office with the list of students admitted into programme(s) Affiliated to KNUST with their aggregates.
- iv. Furnish Affiliations Office with results of students pursuing programmes Affiliated to KNUST each semester for auditing.
- v. Provide Affiliations Office with the list of staff teaching on programmes Affiliated to KNUST with their academic qualifications and certificates.
- vi. Responding to the comments made in the Representative's report timeously.

RESPONSIBILITIES OF THE MODERATOR

- i. First and foremost, Moderators are responsible for the moderation of the programmes assigned them.
- ii. Moderators shall attend the orientation organized by the Affiliations Office before commencement of their term as moderators.
- iii. Moderators must visit the affiliate institution two times in a semester. The visits shall be arranged to take place at the beginning of the semester and during the time of examinations.

- iv. Moderators should check the following during their regular visits;
 - Course structure and course contents
 - Competence/qualification and experience of lecturer(s)
 - Class exercise, assignments, seminars and continuous assessment.
 - Coverage of course outlines.
 - Punctuality and regularity of faculty members to lectures.
 - Student attendance to class and other academic activities.
 - Interact with students to solicit their views or concerns regarding delivery and teaching in general.
 - Check availability and general state of facilities for teaching and learning (classroom setting, whiteboards, LCDs); library facilities/internet, Wi-Fi, databases; laboratories/workshops, where necessary.
- v. Moderators shall submit written reports on each visit to the Vice Chancellor through the Affiliations Office in the designated format (**see Appendix C**).
- vi. Ensure that comments made on moderated examination questions were effected into the final examination.
- vii. Moderators shall moderate examination papers set by academic staff of the relevant Affiliate Institution in the academic programme to which they are appointed.

RESPONSIBILITIES OF THE AFFILIATIONS OFFICE (KNUST)

The Affiliations Office is expected to play a facilitating as well as coordinating role in the responsibilities of moderators, council and academic board representatives to affiliate institutions. The specific responsibilities include the following:

- i. Facilitating the appointment of Moderators, Council and Academic Board representatives.
- ii. Organizing orientation sessions for Moderators, Council and Academic Board representatives. The orientation shall include the relevant portions of the policy frameworks covered in this report.
- iii. Issuing the Moderators and representatives with the appropriate documentation to undertake their duties.
- iv. Reviewing Moderator and representative reports and producing a summary analysis of comments to the Vice Chancellor highlighting areas of concern and of good practice.
- v. Ensuring that the Affiliate institution receives a copy of the Moderator's report for action/response, where applicable.
- vi. Serve as the point of contact and guidance between the University and Affiliate Institutions with regards to any area of the collaborative arrangement.
- vii. Ensuring that the Moderator, Council and Academic Board representative are kept up to date with any changes affecting the affiliation with affiliate institution.
- viii. Maintaining oversight of the quality of reporting by Moderators and representatives and communicating with them in cases where elements of a report appear unclear or incomplete.
- ix. Facilitate interaction/meeting between/among Council representatives, Academic Board representatives and moderators where necessary.

- x. Provide moderators and representatives with logistics to effectively execute their functions wherever they are.
- xi. Coordinate all Affiliations related activities within the University.

MONITORING AND EVALUATION OF THE POLICY

The monitoring and evaluation of the Affiliation Policy will be conducted by the Affiliations Office in collaboration with the Quality Assurance and Planning Office to ensure efficient and effective implementation of the policy. The Affiliations Office in collaboration with the Quality Assurance and Planning Office will develop tools for performance monitoring and evaluation by ensuring the following:

- i. The Affiliations Office will review the Moderator and Representatives' reports noting any issues of concern and areas of good practice identified by the Moderator and any areas of concern will be highlighted for the action of the Affiliations Officer or Moderator and Representatives.
- ii. Once the Moderator/Representatives report has been evaluated it will be sent to the Affiliate Institution concerned for action/response.
- iii. All remedial action must be carried out by the Affiliate Institution to the satisfaction of the Moderator who must report back to the Vice Chancellor (through the Affiliations Office) that the matter has been dealt with appropriately
- iv. The Moderator/Representative report and the associated response from the Affiliate Institution will be held on the Affiliations Office records.

PAYMENT OF REPRESENTATIVE AND MODERATOR'S ALLOWANCES/

RE-IMBURSEMENT OF EXPENSES

- i. It is the responsibility of KNUST to directly pay the Representatives and Moderators travel and night allowance, and related moderation/meeting expenses, and NOT the Affiliate Institution.
- ii. All claims for travel and night allowance/reimbursement of expenses etc. should be submitted to the Affiliations Office for processing in accordance with University regulations
- iii. Payment of travel and night allowance/reimbursement of expenses by the University is conditional upon submission of moderation/meeting report within TWO (2) weeks of the visit taking place, and completion of the necessary claim form(s).
- iv. The Affiliations Office should facilitate the speedy payment of moderators' allowances/reimbursement of related expenses by the Finance Office after their visit to the affiliate institutions.
- v. Moderators/Representatives shall be paid an honorarium by the University at the end of the academic year. Payment is conditional upon submission of all relevant reports for the academic year under review.

KEY STAKEHOLDERS

The University's responsibilities to its stakeholders form the basis of this Affiliations Policy. Key stakeholders are Affiliate Institutions, Representatives of Academic Board/Councils, Moderators, the Affiliations Office, Ghana Tertiary Education Commission, Ministry of Education, and Ministry of Health.

DEFINITION OF TERMS

These definitions are to guide the interpretation of this Policy, in addition to other KNUST related documents:

Affiliate Institution (Mentored Institution): The tertiary academic institution that seeks to be mentored by KNUST in its systems, structures and processes (Institutional Affiliation) and/or to be mentored in an academic programme only (Programme Affiliation).

Mentoring Institution (KNUST): The nationally recognized chartered tertiary institution which is in a relationship agreement with an Affiliate/ Mentored Institution to ensure the attainment and maintenance of high academic standards in the Affiliate Institution.

Affiliations Office: The office established under the Registrar to serve as an interface between KNUST and its Affiliate Institutions and to coordinate the affairs and activities of all the institutions affiliated to KNUST.

External Examiner: The person with no direct relationship with a tertiary academic institution who is appointed to offer informed and independent academic advice to ensure the maintenance of academic quality in an academic programme.

Moderation: The process of supervising and mentoring the academic activities of an Affiliate Institution to ensure the attainment and maintenance of high academic standards in an academic programme.

Moderator: The academic with the requisite expertise appointed by the Vice Chancellor to moderate an academic programme in a KNUST-affiliated Institution.

Peer Moderator: The Principal of a KNUST-affiliated Ministry of Health Training Institution appointed by the Vice Chancellor to act as Moderator in another KNUST-affiliated Ministry of Health Training Institution.

RELATED POLICY AND OTHER DOCUMENTS

The University has a number of established memoranda of understanding, agreements and instruments to establish a framework to ensure that all functions and responsibilities delegated by the Kwame Nkrumah University of Science and Technology (KNUST) to the AFFILIATE Institutions are discharged effectively and to the satisfaction of the Academic Board of KNUST.

This policy is operationally linked to the following:

- The Statutes of the Kwame Nkrumah University of Science and Technology (KNUST)
- Agreement of Affiliation
- Instrument of Affiliation
- Memorandum of Understanding on Affiliation

EFFECTIVE DATE/VALIDITY

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.

REVIEW DATE

This policy is subject to the KNUST Statutes. Where any provision of this policy conflicts with superior regulations, appropriate measures shall be taken by the Quality Assurance and Planning Office and the Affiliations Office to address same. The policy shall be subject to periodic reviews and changes to conform to modern trends. The QAPO shall liaise with the Affiliations Office for such reviews and amendments.

APPENDIX A: FUNCTIONS OF COUNCIL AND ACADEMIC BOARD

THE COUNCIL

The *Council* is the *University's* and University College's supreme governing body. It is responsible for the Academic policy and strategic direction of the *University*. Councils consist of members stipulated by law.

GENERAL FUNCTIONS OF COUNCILS

Without prejudice to the generality of the powers of Councils as provided by the Acts and Statutes of Affiliate Institutions, the powers and functions of University Councils include but not limited to the following:

- a. The control and disposition of all property, funds and investments of the University. These include:
 - i. Selling, buying, exchanging, leasing and accepting leases of property.
 - ii. Borrowing money on behalf of the University on security of the property of the University or otherwise.
 - iii. Entering into, carrying out, varying and cancelling contracts generally.
- b. Controlling the finances of the University and finally determining any questions on finance arising out of the administration of the University or the execution of its policy or in the execution of any trust by the University.
- c. Assuming responsibility for all measures necessary or desirable for the conservation or augmentation of the resources of the University and, for this purpose, specifying any matter

affecting the income or expenditure of the University in respect of which the consent of Council shall be obtained before action is taken or liability incurred.

- d. In furtherance of the above, Council shall:
- i. Determine the allocation of all recurrent funds at the disposal of the University.
 - ii. Determine annually the expenditure necessary for the development of the University.
 - iii. Prescribe the manner and form in which Units of the University shall submit accounts or estimates of income and expenditure.
 - iv. Have the power on the recommendation of the Academic Board to confer Honorary Degrees and Awards.
 - v. Ensure that the Quality Assurance Unit works closely with the Ghana Tertiary Education Commission (GTEC) on policies relating to norms covering student and staff numbers and funding levels.
 - vi. Ensure that appointments and promotions follow due process.

THE ACADEMIC BOARD

The Academic Board is the peak body responsible for assuring academic quality and ensuring academic integrity, and high standards in teaching, learning, scholarship and research. The Academic Board is responsible for providing assurance to the Governing Council on the effectiveness of the University's academic governance arrangements, student experiences, and setting and maintaining standards.

GENERAL FUNCTIONS OF THE ACADEMIC BOARDS OF UNIVERSITIES

Without prejudice to the generality of the powers of the Academic Board prescribed by the Act and Statutes, the powers and functions of the Academic Boards include the following:

- i. Formulate and carry out the academic policy of the University and, generally, regulate and approve the programmes of instruction and examinations in the University.
- ii. Promote research within the University and request every year, reports from Faculties, Schools, Institutes, Departments and Centres on research being done.
- iii. Make regulations for the admission of students into the University.
- iv. Make arrangements for the conduct of examinations and determine dates for holding same.
- v. Receive reports on the conduct of examinations and comments on them for the year from Faculty Boards and make observations and recommendations on University examinations as it deems fit.
- vi. Appoint External Examiners on the recommendations of Departmental, Faculty and Schools Boards concerned and determine the terms and conditions of the appointment.
- vii. Terminate the appointment of External Examiners for negligence or other sufficient cause during their terms of office, and in the case of death, illness or resignation of the Examiner, appoint a replacement.
- viii. Make regulations relating to courses of study after receiving reports or proposals from Departmental and Faculty/School Boards.
- ix. Recommend the award of degrees, diplomas, certificates and other academic distinctions to persons who have pursued

- programmes of study or research approved by the Academic Board and have passed the prescribed examinations.
- x. Recommend to Council the affiliation of other Institutions to the University on such terms and conditions as it may deem fit.
 - xi. Regulate all matters relating to content and methods of teaching and of assessment by examination or otherwise, for the award of degrees, diplomas, certificates, and other academic distinctions.
 - xii. Determine and control the terms and conditions of research or other activities conducted in the University for which payments are made by outside bodies.
 - xiii. Make regulations for the discipline of Junior Members of the University.
 - xiv. Receive written reports from the Sub-Committees of the Academic Board for consideration.
 - xv. Make recommendations to Council on the establishment of new Departments, Faculties, Schools, Institutes, Centres, etc., merging or dissolution of same.

APPENDIX B: KNUST

EXAMINATION PROCESSES

PREAMBLE

The whole examination process used in KNUST is explained to give moderators and representatives a clear procedure of the flow of activities that should take place for the examinations to be properly planned, executed and the results processed.

PRE-EXAMINATION PREPARATION

1. Ensure that all lecturers typeset questions with marking schemes and submit to the Head of Department.
2. A committee of three (3) comprising the Examiner, Second Internal Examiners and the Head of Department or his/her representative as chairman to moderate questions submitted by the examiner.
3. Head of Department submits questions to Photocopy Unit for photocopying of same.
4. Departmental Examinations Officer prints attendance sheets of registered students for each course.
5. Deputy Registrar (Academic) of University College organizes orientation for all examiners on the dos and don'ts of examinations.
6. University College Examinations Officer posts Rules and Regulations on the conduct of examinations on Students' Notice Boards.
7. University College Examinations Officer gets examination venues prepared for the conduct of examinations.

8. University College Examinations Officer posts examinations timetable on all Notice Boards, social media platforms, etc. at least two (2) weeks before start of examinations.
9. University College Examinations Officer ensures that invigilation schedule is released at least one week before start of examinations.

DURING EXAMINATIONS

1. Candidates should arrive at the examination hall at least 30 minutes before start of paper.
2. All students should be searched before entering the examination hall for “foreign” materials.
3. There should be one (1) invigilator for 25 students writing an examination.
4. Students should be seated according to their index numbers placed on the tables.
5. Students are not allowed into the examination hall 30 minutes after the start of paper.
6. Attendance should be taken 30 minutes after the start of the paper.
7. Duration of paper should be announced to students before starting and should be reminded when they have one hour left and lastly 10 minutes to stop work.
8. Student should be accompanied by Examination Attendant or Security personnel to the washroom.
9. Candidates should be asked to leave answer booklets on their tables for invigilators to pick up when the examination is over.
10. Invigilators should ensure there is no form of communication between and among candidates during the examination period
11. All examinations scripts must be packed in fifties, sealed and labelled with the title of the course, venue of examinations,

number of scripts/candidates, name and signature of lead invigilator.

12. Suspected leakages or examination malpractices detected should be reported using the examination malpractice/irregularities form. Both the candidate and invigilator should write reports which should be attached to candidate(s) script(s) and packed separately at the end of examination.
13. The student should, however, be allowed to continue with the examination.
14. A Disciplinary Committee set up for the purpose of investigating the alleged examination malpractice should have an SRC student representative on it.

POST EXAMINATIONS

1. Packed examination scripts should be lodged with the University College Examinations Office for the examiners to sign for and pick up.
2. Examiners are required to submit marked scripts to the Head of Department.
3. All examiners are required to upload marks into software for processing examination results.
4. Comprehensive results are presented by the Departmental Examinations Officer to the Special Examiners Board chaired by the Head of Department.
5. The Academic Board format of the results are presented by the Departmental Examinations Officer to the Special Departmental Board chaired by the Head of Department.
6. Comprehensive results are presented by the Faculty/School Examinations Officer to the Special Examiners Board chaired by the Dean.
7. The Academic Board format of the results are then presented by the Faculty/School Examinations Officer to the Special Faculty/School Board chaired by the Dean.

8. Results should then be audited by the University College Examinations Audit Committee.
9. Results should be audited by the KNUST Examinations Audit Team.
10. The audited results should be considered by the University College Academic Board.
11. The results are then sent to the Affiliations Office where they are forwarded to the relevant College in KNUST for consideration.
12. The Colleges send results to KNUST Academic Board for approval.
13. The Affiliations Officer sends graduation list to the University Examinations Officer for certificates to be printed.
14. The University Examinations Officer sends printed certificates to the Affiliations Officer.
15. The certificates are then picked up by designated office of Affiliate Institution.

APPENDIX C: MODERATORS' REPORTING FORM FOR INSTITUTIONAL VISIT

1. Name of Moderator:
2. Telephone Number of Moderator:
3. Email Address:
4. Date(S) of Visit:
5. Name and Location of Affiliate Institution:
6. Name of Programme Moderated:
7. Number of Students Enrolled:

Year 1:	Year 2:	Year 3:	Year 4:

8. Teaching Staff (*Complete the table below*):

No.	Name of staff	Academic rank	Qualifications (degree, institution, date)	FT	PT	Area of specialization	Teaching load/wk

9. Student: Lecturer Ratio:

10. Adherence to Academic Standards and Availability of Infrastructure and Facilities for Teaching and Learning:

No.	Item	Yes	No	Comments
<i>Attendance and punctuality to lectures</i>				
1.	Are Lecturers and students' attendance to lectures and other academic activities recorded?			
2.	Are students punctual and regular to lectures and other academic activities?			
3.	Are Lecturers punctual and regular to lectures and other academic activities?			
<i>Delivery of pedagogy</i>				
4.	Have you been provided copies of the course structure and the course contents?			
5.	Are the course structure and course contents the same as that approved by GTEC and KNUST?			
6.	Does the lecturer provide the students with the course outline at the beginning of the semester?			
7.	Are the students provided with a reading list for each course?			
8.	Does the mode of course delivery include lectures and practical demonstrations?			
9.	Are the students given class exercises, assignments and seminars?			
10.	Are the students given tutorials?			
11.	Do students have concerns about the course delivery and teaching in general?			
12.	Does the programme have an external examiner?			
13.	Are the lecturers able to complete the course outline for the semester?			
<i>Teaching staff</i>				

No.	Item	Yes	No	Comments
14.	Is the teaching staff list the same as that approval by GTEC and KNUST?			
15.	Is the teaching staff adequate for the programme?			
16.	Has any staff obtained a higher degree or special achievement since appointment?			
17.	Has any teaching staff left for or returned from study leave?			
18.	Has any staff been promoted?			
19.	Has there been any staff performance appraisal?			
20.	Has any staff attended a conference (local or international) recently?			
21.	Are the performance of lecturers assessed by students?			
22.	Are there any staff appointments or promotions without recourse to KNUST?			
Examinations				
23.	Do examiners submit questions together with model answers and marking schemes for moderation?			
24.	Does students' assessment include continuous assessment and end of semester exams?			
25.	Are the comments made on the moderated exams questions effected into the end of semester exams?			
26.	Are resit/supplementary exams conducted?			
27.	Is there a procedure for remarking of exams scripts?			
Availability and general state of facilities for teaching and learning				
28.	Are the buildings and other physical infrastructure (lecture rooms/laboratories/ washrooms etc.) adequate for the students?			

No.	Item	Yes	No	Comments
29.	Are the buildings and other physical infrastructure (lecture rooms/laboratories/washrooms etc.) in good physical condition?			
30.	Are the buildings and physical infrastructure disability friendly?			
31.	Are there adequate facilities for teaching and learning such as white boards, LCDs, etc.?			
32.	Are there library facilities with internet and/or Wi-Fi?			
33.	Is the library headed by a qualified librarian?			
34.	Does the library have institutional repository and adequate and current databases?			
35.	Does the library subscribe to a plagiarism detection software e.g. Turnitin?			
36.	Does the library have a computer/ICT hub opened to students?			
37.	Has any new facility for teaching and learning been added?			
38.	Has any new physical infrastructure been added?			

11. General Comments:

12. Recommendations:

13. Signature & Date:

APPENDIX D: REPORTING TEMPLATE FOR EXAMINATION MODERATION

EXAM MODERATION REPORT FORM

1. Name of Moderator:
2. Telephone Number:
3. Email Address:
5. Name And Location of Affiliate Institution:
7. Course Code and Title:
6. Name of Programme:
8. Date of Moderation:
9. Complete the Following Checklist:

No.	Item	Yes	No	Comments
<i>Examination Papers</i>				
1.	Has the course outline been made available to the moderator?			
2.	Is the time allocated for the examination adequate/appropriate for the tasks given?			
3.	Are the exam questions adequately aligned to the learning outcomes indicated in the course outline?			
4.	Does the cover page provide clear instructions to the candidates?			
5.	Is the numbering of pages and questions correct?			
6.	Are marks allocated for the various questions?			
7.	Are the mark allocations for questions appropriate?			
8.	Are the question statements clear and unambiguous?			

No.	Item	Yes	No	Comments
9.	Are the questions of a standard appropriate to the level being assessed?			
10.	Do the questions test knowledge, comprehension, analysis, synthesis, application and evaluation?			
11.	Are all tables, figures, equations, etc. included and correctly numbered?			
12.	Are the tables, figures, equations, etc. clear and correct?			
<i>Model solutions and marking schemes</i>				
13.	Are model answers covering all the exam questions been provided?			
14.	Has a marking scheme covering all the exam questions been provided?			
15.	Is the marking scheme detailed enough to allow another examiner to mark the exam?			
16.	Are the answers and calculations provided accurate?			
17.	Are the answers provided structured with breakdown of marks?			

10. Recommended Corrections:

11. General Comments on the Examination Paper:

12. General Comments on the Model Answers and Marking Scheme:

13. Signature & Date:

APPENDIX E: REPORTING TEMPLATE FOR COUNCIL/ACADEMIC BOARD REPRESENTATIVES

REPORTING TEMPLATE FOR KNUST COUNCIL/ACADEMIC BOARD REPRESENTATIVE

Name of Affiliate Institution:

Location of University College:

Type of Meeting:

Date of Meeting reporting on:

Kind of Affiliation: Programme Affiliation [.....]

Institutional Affiliation [.....]

Summary of Issues Discussed (*Provide summary of key issues discussed*)

Issue 1 [Describe the issue discussed]

.....
.....
.....

Decision(s) Taken: [Summarize the decisions taken]

.....
.....

Issue 2 [Describe the issue discussed]

.....
.....
.....

Decision(s) Taken: [Summarize the decisions taken]

.....
.....

Overall Impression:

.....
.....
.....

Recommended Action(s) to be taken by KNUST (if any):

.....
.....
.....

Name of Representative:

Signature: **Date:**

APPENDIX F: AFFILIATION APPLICATION PROCESSES

- i. When an Affiliate Institution applies for affiliation, the University, shall empanel a team of experts to consider the application. The evaluation by the Panel may involve site visits to the applying Institution.
- ii. In any event, the application shall also be considered in succession by:
 - Affiliations Committee;
 - Planning and Resources Committee; and
 - Academic Board
- iii. It shall be the responsibility of the Affiliations Office in the Registrar's Offices to coordinate the processes.

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