



ST. PAUL'S UNIVERSITY

POLICY ON QUALITY ASSURANCE

ACADEMIC POLICY NO. 019 OF 2015

2015

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Section One

1.0 Introduction

As a world-class center for higher learning, St. Paul's University regards quality as fundamental in building and maintaining its reputation and gaining respect and support from local and international publics. This Quality Assurance Policy therefore has been conceived to ensure quality performance in the implementation of the University's core mission activities. The development and execution of this policy marks the university's commitment to quality in its formation and delivery of academic programmes.

It is envisioned that by implementation of this policy the University's quality assurance system will improve the quality of teaching (therefore learning), research, community service, spiritual formation, and internal support services, thereby serving God and humanity. Given that quality assurance is a dynamic process of continual self-appraisal and improvement, the university puts in place deliberate mechanisms for review of each of its services. St. Paul's University therefore will have a committee responsible for its quality assurance.

1.1 Vision and Mission of St. Paul's University

The University's vision is "A University of Academic Excellence Based on Christian Principles Producing Graduates in Various Fields for Global Service." This vision as adopted by all stakeholders, will guide St. Paul's University in its core functions to produce effective, transformed servant-leaders of God and humanity.

The mission of St. Paul's University, "To Develop Servant Leaders by Imparting Knowledge, Skills and Values through Creative Methods of Education, Research and Spiritual Formation," reflects the university's commitment to academic development that integrates Biblical values and worldview.

1.2 Operational Definitions of Quality and Quality Assurance

To achieve its mandate, the Quality Assurance Committee will define and operationalize the terms "quality" and "quality assurance." "Quality" should be understood as the pursuit of excellence towards achievement of our core business as a higher learning institution. In this pursuit of excellence, then, the university seeks to attain the highest academic goals and standards so as to be "fit for purpose."

Thus, "Quality assurance" should be understood as the measure of the value and system of benchmarks that ensure the maintenance and improvement of processes and product standards are evaluated on a continuous basis.

The following general areas highlight the emphases in understanding quality:

- a) Standards
- b) Excellence
- c) Fitness for purpose
- d) Consumer satisfaction or Value-for-money (stakeholders view)
- e) Transformation (or change)

St. Paul's University's focus of quality is to be on Quality Assurance and Quality Improvement. Thus the emphasis will be on *continual improvement* and development.

1.3 The Quality Assurance Committee

The Quality Assurance Committee comprises of at least five members, among whom are a Director, appointed by the Vice Chancellor, and a student representative.

The Committee will be responsible for the overall management of quality assurance activities at the university and report to the Deputy Vice Chancellor-Academic Affairs in matters related to teaching, learning, research and consultancy; and Deputy Vice Chancellor-Finance and Administration in matters relating to administration and internal support services.

To achieve its mandate, the Committee shall:

- a) Work closely with those involved in each university programme.
- b) Develop a handbook and manuals for university quality assurance.
- c) Provide advice and support for academic and development reviews.
- d) Advise departments, senate, and management on matters of quality.
- e) Monitor compliance with Commission for University Education standards and requirements.
- f) Endeavour towards excellence and standardisation in practice within the institution's campuses and programmes.
- g) Strive for continuous improvement
- h) Acknowledging that quality is not an event but a process.
- i) Develop structures and processes that once implemented and evaluated will lead to continuous service and programme delivery.
- j) Produce and continually improve manuals for the university's quality assurance endeavours.

Section Two

2.0 Objectives of the Quality Assurance Policy

The overall objective of the Quality Assurance Policy is to ensure that relevant and appropriate academic standards are achieved and maintained at St. Paul's University. This objective will be achieved by providing quality education, up-to-date research skills, spiritual formation opportunities, institutional structures, support services, and community involvement.

Through the Quality Assurance Policy, the institution will be able to:

1. Ensure all programmes are of high standard;
2. Continually improve the academic programmes to meet the needs of the students and labour market;
3. Ensure teaching informs research; and that research has an input in teaching;
4. Integrate and enhance internal quality assurance mechanisms across all programmes and support services;
5. Continually engage in improving the quality of outreach and community service programmes;
6. Inculcate a culture of quality assurance among members of the university community;
7. Set up and monitor programmes that encourage spiritual formation; and

8. Maintain integrity of its academic awards.

2.1 Relevance of the Quality Assurance Policy

This policy is of particular relevance to the following:

1. All academic and administrative departments.
2. All personnel; temporary, visiting, and permanent, who are actively involved in teaching, research, or providing any form of support service to the core functions of the University;
3. All students registered in St. Paul's University;
4. All Infrastructure; learning resources, information dissemination structures, and social amenities used by the University.
5. All partnering and sponsoring churches and organizations.
6. All stakeholders including parents, guardians and prospective employment agencies.

2.2 Benefits of the Quality Assurance Policy

The benefits of the Quality Assurance policy are:

1. Improved student performance and accomplishment in learning;
2. Improved work performance of all university staff;
3. Satisfaction of stakeholders' interests, expectations, and needs;
4. Enhanced society's confidence;
5. Improved relations with stakeholders;
6. Attraction of students from diverse backgrounds;
7. Attraction and retention of reputable academics in teaching and research;
8. To have a more focused approach in the implementation of the university's mission activities; and
9. To enhance the university's competitive edge nationally, regionally and globally.

2.3 Revision of the Quality Assurance Policy

In the event that any statement in the policy provision is outdated or a need to introduce new statements arises as a result of the changing university environment, market forces, or any other reason, such statements may be modified by the Quality Assurance Committee in coordination with relevant stakeholders and approval of the St. Paul's University Senate. The entire document will be reviewed every four years.

SECTION THREE

3.0 Policy Content Areas

The policy content areas comprise of teaching and learning, research and consultancy, community service and outreach, spiritual formation, and internal support systems. These five content areas are to be the frameworks for the continual self-assessment of the University. The five areas have been selected to capture the institution's vision and mission.

3.1 Teaching and learning

To ensure quality in the areas of teaching and learning, St Pauls' University Quality Assurance Committee shall oversee the:

- a) Development of guidelines and procedures for developing, approving, monitoring and external periodic review of teaching programmes.
- b) Periodic evaluation of teaching programmes offered by the university in terms of their content, delivery methods, and internal assessment processes for the purpose of validation and improvement.
- c) Process of curriculum development and regular curriculum reviews and introduction of new programmes that are informed by stakeholder inputs.
- d) Involvement of professional bodies, potential employers and other relevant sections of the society in reviewing, and evaluating academic programmes through curriculum review workshops, tracer studies and other appropriate mechanisms.

3.2 Research and Consultancy

Research and consultancy are pivotal academic activities that can steer the university onto the global platform. These activities include a system to vet, conduct, and publish primary research; providing a platform for different levels of scholarship.

3.3 Community Service and Outreach

Community service and outreach programmes link the university to the local community. Thus students, faculty, and staff members of St. Paul's University will be expected to engage the community through service and outreach in a manner that significantly contributes towards the improvement of quality of life among target communities.

3.4 Spiritual Formation

Christian spiritual formation is to be an integral part of the teaching and learning processes of St. Paul's University. Thus, all faculty shall be equipped with skills, knowledge, and attitudes that shape the spiritual life and mind of all stakeholders through Bible study, training, and sensitivity in worldview and integration of faith and learning seminars, workshops, and conferences.

3.5 Internal Support Systems and Services

The Internal Support Systems and Services at St. Paul's University includes all the support activities and services that various departments and faculties need to aid the institution in reaching its mission and vision, as well as meeting the needs of all internal stakeholders.

Thus the Quality Assurance Committee shall oversee these services:

- a) Information Communications and Technology Department supports the academic and administrative functions.
- b) The Library Department meets the information needs of St. Paul's University academic community.
- c) Administrative Services and Products (such as providing hospitality, security, and teaching aids) offered to achieve institutional objectives and to meet stakeholder's expectations.
- d) Registry Department maintains proper records and timely service delivery.
- e) Finance Department maintains a system of proper collections and disbursement of monies, and timely advice of financial position to all stakeholders.
- f) Human Resource Department carries out proper needs analysis, recruitment, selection, development, retention, and exits; and keeps updated records of all staff.
- g) Public Relations Department communicates with internal and external communities; and maintains a tracing mechanism for alumni.

Section Four

4.0 Policy Implementation

4.1 Implementing Units

For the purpose of this policy, 'implementing unit' refers to a Campus, faculty, institute, Centre, directorate or any other basic segment of St. Paul's University.

4.2 Implementing Strategies

St. Paul's University shall utilize a variety of strategies and instruments to evaluate its performance and stakeholders' satisfaction. The main strategies include getting feedback from various stakeholders as stipulated in the Interuniversity Council of East Africa Quality Assurance Handbook, namely "Roadmap to Quality". The Quality Assurance Committee will prepare data collection instruments from the stakeholders listed below:

- a) Student Satisfaction Surveys
- b) Alumni Satisfaction Surveys
- c) Industry Satisfaction Surveys
- d) Academic and Non Academic Staff Surveys
- e) Other Surveys (input of external community and potential parents)

4.3 Institutional Audits and External Programme Reviews

The Quality Assurance Directorate shall regularly arrange and coordinate external institutional audits and programme reviews. In facilitating these external evaluations the Quality Assurance Directorate shall each time appoint a panel of two to six experts. External institutional audits and programme reviews shall be carried out within the fourth year since the last evaluation. Results of external programme reviews shall be disseminated to the Vice Chancellor.

4.4 Internal Reviews

Administrative and academic heads of departments shall be responsible for the implementation of the University Quality Assurance policy and regular self-evaluation of their sections.

4.5 Improvement Plan

The evaluation reports will be discussed at the department, faculty and School levels (where applicable). The strategies for addressing the shortfalls emanating from these reviews shall be drawn from the departmental meetings.

Section Five

5.0 Monitoring and Evaluation of Quality

St. Paul's University will consistently and continuously monitor and evaluate the implementation of all its authorized programmes and their support structures in an effort to realize its vision, mission and objectives. Monitoring and evaluation provides the University with a mechanism for continual self-assessment and growth. Furthermore, such timely and accurately produced evaluations will provide the institution with a means of learning from past experiences, improving service delivery, planning and allocating resources, and demonstrating results as part of accountability to itself, the academic community, and society at large.

5.1 Monitoring and Evaluation Explained

Monitoring is an auditing function that allows the University to assess its processes and structures within a given period; while Evaluation is a measuring function that seeks to establish the extent to which the University is meeting its goals and objectives through those activities and processes, and in how well it is using its resources.

Two Monitoring and Evaluation models used are: (1) a developmental and strategically focused model of review to ensure its continuing validity and the relevance of its courses to confirm their academic standards with reference to appropriate external reference points; (2) as well as a historically-driven audit model where the external examiner will be engaged.

The approach that University takes in its Monitoring and Evaluation activities will be determined by the Quality Assurance Committee, based on the outcomes and measurement criteria that. The Quality Assurance Committee will be guided by the definition or *model of quality* used:

- a) Standards
- b) Excellence
- c) Fitness for purpose
- d) Consumer satisfaction or Value-for-money (stakeholders view)
- e) Transformation (or change)

5.2 Tool of Monitoring and Evaluation at St. Paul's University

The formal procedures and documents that will guide the institution in its endeavours to provide quality, world-class education to its students include;

- a) The development of a Quality Assurance Handbook which will stipulate the areas of focus as well as outcomes for each programme. This will be updated periodically and distributed to heads of departments.
- b) The re-design of the Student Course Evaluation forms. This will be redesigned to include a holistic approach to teaching and learning, as well as spiritual formation and community outreach.
- c) The period review of all programmes (and courses), which are set out in the Quality Assurance Handbook.
- d) Development of an internal Curriculum development manual to guide each faculty in the development of new programmes and the evaluation of current programmes.
- e) Policy document for student learning, assessment criteria, discontinuation/readmission, dishonesty (on summative and formative evaluation items), and graduation policy (on awards at graduation), etc.
- f) Policy document on faculty, teaching load, research versus teaching tracks, evaluation criteria.

5.3 External Reviews

The University will engage in the following external reviews to keep a competitive edge:

- a) Commission for Education Review
- b) External Examinations Reviews
- c) Programme Peer Reviews

In compliance to these policy guidelines, the University will continuously monitor and evaluate its daily activities in the core mission areas of teaching and learning, research and consultancy, community outreach, spiritual formation, and support services to both students and staff.

REVIEW OF THE POLICY

This policy shall be reviewed after every four (4) years.

REFERENCE OF THE MINUTES

The policy was adopted by the senate on 27th April 2015, the 69th University Senate Meeting.

AUTHORIZATION

Council Chairman:

Name: _____

Signature: _____

Date: _____

Official Stamp

