



MAASAI MARA UNIVERSITY

QUALITY ASSUARANCE POLICY

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FORWARD

The quality of higher education in Kenya as a developing nation is critical for its growth. As envisaged in Vision 2030, one of the pillars of this vision is education. The concept of quality in the corporate world is the differentiating factor between those organizations in the 'strategic group' and those who are not. The 'strategic group' is the group of firms that are competitive and remain a head of the park by maintaining competitive advantage through strategy development and implementation. To maintain competitive advantage within the universe of higher education providers, Maasai Mara University has made clear her intention on quality through its mission statement: *To Provide quality University education through innovative teaching, research and consultancy services for development.* The Education Sector in Kenya is characterized by the rise in number of Universities. This multiplicity of Universities and the near homogeneity of programs offered, has invited a question mark on quality. Against this background, MMU considers quality as one of the key differentiating factors and a strategy for prosperity. It is this believe that spur the development of quality strategies in the University. The establishment and deployment of this policy marks a distinct step forward in the formalization and improvement of quality assurance at the Maasai Mara University. The policy represents a statement of intent by the University regarding the quality of her services and products. It spells out in general terms what the University intends to do in order to maintain acceptable quality standards and continually improve the same in the implementation of her core mission activities of innovative teaching, research and consultancy services for development. This policy pivots on two intertwined processes of Quality Assurance (QA) and Quality Management Systems (QMS) with a focus on continual improvement. Whereas the QA focuses on meeting Academic Standards, QMS is based on a generic ISO standard that supports Academic and Non-Academic Functions. Directorate of Quality Assurance and Performance Contracting is to coordinate this process centrally and to provide departments with professional support in their perpetual process of self-evaluation and improvement. It is expected that the implementation of this policy will result in significant enhancements in the University quality assurance system. The policy statements and implementation modalities specified in this document are subject to periodic reviews and adjustments.

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TABLE OF CONTENTS:

FORWARD	ii
ACKNOWLEDGEMENT	1
TABLE OF CONTENTS:	2
LIST OF ABBREVIATIONS:	4
1.0 Introduction:	5
2.0 Mission, Vision and Core Values of the University:	5
3.0 Purpose:	7
4.0 Quality Assurance Policy Statement:	7
5.0 Reference Documents:	7
6.0 Features:	7
7.0 Definitions:	8
7.4 Programme Review:	9
8.0 Objectives of the Policy:	9
9.0 Scope of the Policy	10
10.0 Principles underpinning the Policy:	11
11.0 Responsibility for Implementation of the Quality Policy:	12
12.0 Quality Assurance Mechanisms/Framework:	12
12.1 Internal quality assurance mechanisms:	12
12.1.1 Quality in Students Admissions:	12
12.1.2 Quality of Programmes and Courses:	12
12.1.3 Programme Monitoring:	13
12.1.4 Program Review:	13
12.1.5 Quality of Academic Staff	14
12.1.6 Quality in Teaching and Learning Experience	14
12.1.7 Quality in Student Assessment/Examinations:	15
12.1.8 Quality in support services:	15
12.1.9 Quality of resources and facilities	17
12.1.10 Internal Quality Assurance Audits:	17
12.1.11 Quality of Research:	18
12.2 External Quality Assurance Mechanism/Framework	18
12.2.1 Validation of Academic Programs	18

12.2.2	External Moderation of Examinations	18
12.2.3	Audits by the Commission on University Examination	19
12.2.4	Benchmarking for Best practice	19
12.2.5	Collaboration with Professional Bodies	19
12.2.6	Accreditation of Programmes:	19
12.2.7	Stakeholder Feedback:	19
13.0	Quality Assurance Management Structure:	19
13.1	Maasai Mara University Quality Assurance Committee (MMUQAC):	20
13.2	Director of Quality Assurance and Performance Contracting:	20
13.3	Deputy Director of Quality Assurance and Performance Contracting: ...	21
13.4	Assistant Registrars	21
13.5	Administrative Assistants:	22
Organogram of the Directorate of Quality Assurance and Performance Contract		23
13.6	Quality Assurance officers	24
14.0	University Quality Assurance Philosophies and Strategies:	24
14.1	Quality Assurance assessment	25
14.2	Performance Indicators	25
14.3	Quality Hand Book	25
14.4	Quality Manual	25
14.5	Communication	25
15.0	Academic Quality Assurance in Higher Education – Code of Practice.	26

LIST OF ABBREVIATIONS:

MMU – Maasai Mara University

MMUQAC – Maasai Mara University Quality Assurance Committee

CUE – Commission on University Education

QA&PC – Quality Assurance and Performance Contracting

1.0 Introduction:

Quality Management initiatives globally and regionally have become the norm to organizations. The concept of quality in products and services has been embraced in the Kenyan policy framework. In the context of higher education in particular, the concern is not just graduating students, it is the quality of graduates that matters. Maasai Mara University (MMU) in its vision seeks to be a World Class University Committed to Academic Excellence for Development. This vision is further translated in MMU mission statement; To Provide quality University education through innovative teaching, research and consultancy services for development. As embedded in the mission statement quality is core to educational services offered in MMU. This Policy supports the achievement of the University Vision and Mission of delivering quality services and products.

2.0 Mission, Vision and Core Values of the University:

2.1 Vision:

To be a world Class University committed to Academic Excellence for Development.

2.2 Mission:

To provide quality University education through innovative teaching, research and consultancy services for development

2.3 Core Values:

The core values of MMU constitute the fundamental beliefs that drive the University. These beliefs are essential and must be upheld because they make the University visionary for the standards of behavior that define her culture. MMU therefore upholds the following core values:

2.3.1 Teamwork

Adopt a participatory approach in discharging the mandate of the University.

2.3.2 Professionalism

Maintain high standards of professionalism in executing the mandate of the University.

2.3.3 Creativity and Innovativeness

Utilize up-to-date and most appropriate technology in achieving the University's objective.

2.3.4 Transparency and Accountability

Uphold clarity and simplicity in all endeavors of the University.

2.3.5 Excellence

Uphold the practice and orientation for excellent performance within the University.

2.3.6 Equity and Social Justice

Uphold equal treatment to all and practice fair judgment in all matters of the University. These values will help MMU in the transformation of human conduct in governance and management practices.

2.4 Mandate

The mandate of Maasai Mara University is to teach, conduct research, provide consultancy and community services in accordance with the Universities ACT, 2012 and the Maasai Mara University Charter, 2013. The University is required to:

- 2.4.1 Provide directly or in collaboration with other institutions of higher learning, facilities of University education (including technological, scientific and professional education), the integration of teaching, research and effective application of knowledge and skills to the life, work and welfare of the citizens of Kenya
- 2.4.2 Participate in the discovery, transmission and preservation, and enhancement of knowledge and to stimulate the intellect, participation of students in the economic, social, cultural, scientific and technological development of Kenya.
- 2.4.3 Provide and advance University education and training to appropriately qualified candidates, leading to the conferment of degrees and award of diplomas and certificates and such other qualifications as the Council and the Senate shall from time to time determine and in so doing contribute to manpower needs.
- 2.4.4 Conduct examinations for such academic awards as may be provided in the statutes pertaining to the University.

2.4.5 Examine and make proposals for new faculties, schools, institutes, departments, resource and research centres, degree courses and subjects of study.

3.0 Purpose:

The purpose of Maasai Mara University Quality Assurance Policy is to ensure development of quality graduates and academic products such as: research and consultancy that meet and exceed industry requirements. The quality policy supports the achievement of the University's Mission: To provide Quality University Education through innovative teaching, research and consultancy services for development.

4.0 Quality Assurance Policy Statement:

Maasai Mara University is committed to producing quality graduates and quality academic products through promotion of quality in all its academic and support activities. The supporting pillars of quality include:

- Academic Excellence and Professionalism in learning, teaching, research and innovation;
- Adherence to regulatory standards for academics;
- Benchmarking for best practice;
- Industry/market driven programs; and
- Ensuring availability of competent staff.

The University commits to review this policy periodically for continual relevance.

5.0 Reference Documents:

- i. Universities Standards and Guidelines, 2014
- ii. University Regulations 2014
- iii. Universities Act, 2012
- iv. University Charter, 2013
- v. University Statutes
- vi. Academic quality assurance in higher education — Code of practice(Part 1-10)

6.0 Features:

6.1 A commitment to widespread involvement of staff, students and other stakeholders in the QA process.

- Critical self-evaluation and rigorous peer review of academic and administrative areas;

- Methodical collection of evidence about service satisfaction and student experience;
- External assessment of programs through external review and accreditation;
- Systematic use of client experiences to improve staff development and training.

6.2 A focus on efficient management, planning and resource processes to achieve excellence and to ensure continuous improvement.

- University-wide strategic goals linked to plans, priorities and review system;
- Strong Senate and committee structure to develop, implement and oversee academic policies;
- A regular cycle of reviews of all Schools and administrative services units;
- Synergy between academic and administrative review processes;
- A process for monitoring implementation of the recommendations of reviews through Maasai Mara University Management (Senate and University Management Board).
- Performance-based funding of teaching and research;
- Allocation of funding to address areas of improvement;
- Annually-updated faculty teaching and learning plans, linked to funding; and
- A performance management and development system for all staff, including managers.

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

- Formal links with many of the world's leading universities: national and international benchmarking of academic standards and outcomes and;
- National and international benchmarking of quality assurance processes with comparable research-led universities.

7.0 Definitions:

7.1 Assessment

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

7.2 Audit:

Is a process of identifying and ensuring that appropriate internal quality assurance processes are in place and operational

7.3 Programme:

An approved curriculum of the University followed by a registered student.

7.4 Programme Review:

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

7.5 Quality- In this document and in the context of academic programmes at Maasai Mara University, the term quality refers to fitness for purpose (i.e. the institution audits components of activities have quality if they conform to the purpose for which they were designed).

7.6 Quality Assurance- The process whereby measures are established which ensure that outcomes of academic programmes and activities meet the standards.

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

7.8 Quality Management System- refers to all the processes based on ISO 9001 standard that are in place to facilitate achievement of quality in an institution.

7.9 Stakeholders-The term stakeholders include agencies (government and private) that control tertiary institutions, individuals, groups that participate in or have responsibilities towards tertiary education in Kenya (e.g. Commission on University Education e.t.c).

8.0 Objectives of the Policy:

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

- 8.1** Specific Objectives include:
- 8.1.1 To provide guidance in development and implementation of internal and external quality assurance procedures and practices.
 - 8.1.2 To ensure that the quality of academic programmes at the Maasai Mara University meet standards expected by stakeholders.
 - 8.1.3 To ensure that graduates have attained skills and knowledge through Maasai Mara University academic programmes that are valued by Industry/Market and Stakeholders.
 - 8.1.4 To enable Maasai Mara University to meet and exceed requirements by the Commission on Higher Education.
 - 8.1.5 To provide guidance in identifying internal and external standards and criteria consistent with internationally recognized standards.
 - 8.1.6 To assist in maintaining and developing quality of academic programmes through enhanced Quality Management System procedures.
 - 8.1.7 To ensure regular review of the academic programs and support activities through internal quality audit as a means of compliance feedback.
 - 8.1.8 To facilitate development of a culture of continuous quality improvement to achieve academic excellence.
 - 8.1.9 To enable identify areas of strength and excellence as well as areas in need of corrective action for purposes continuous improvement in the short, medium and long-term;
 - 8.1.10 Through the University organs to strengthen the independent role played by the Directorate of Quality Assurance and Performance Contracting in quality management and enhancement.

9.0 Scope of the Policy

The policy shall apply to all Schools, Institutes, Divisions, Departments Units of Maasai Mara University and both academic and support staff of the University through:

9.1 Internal Quality Assurance Mechanisms-Continuous

9.2 External Quality Assurance Mechanisms – Periodic

The policy shall also apply to relevant stakeholders including suppliers of goods and services.

10.0 Principles underpinning the Policy:

- 10.1 Principle 1: *Holistic approach.*** All aspects of the institutions activities, academic, administrative and managerial, will be subject to audit and reporting, the criteria shall be the CUE standard and the University Quality Management System based on ISO standard, whichever applies to activity under audit.
- 10.2 Principle 2: *Based on self-assessment Trust but verify.*** The institution will be judged according to its own objectives, that is, on whether or not it is achieving its own mission.
- 10.3 Principle 3: *Continual improvement*** - Maasai Mara University Quality Assurance (MMUQA) will have a focus on assisting and facilitating improvement within the University. Internal Quality audits as a value tool to assist the University to enhance quality education.
- 10.4 Principle 4: *Focus on Planning-*** The quality assurance model presupposes a planning and evaluation framework to quality systems. Objectives must be planned, actions taken must be measurable in verifiable ways, reviews of the plans and measures be undertaken
- 10.5 Principle 5: *Evidence Based approach:*** The quality assurance framework must be supported by verifiable evidence. Data required as evidence of quality in activities undertaken shall be maintained
- 10.6 Principle 6: *Quality Services*** - Quality teaching, learning, research and support services with a focus continual improvement as a core value. The Quality Assurance Framework and the Quality Management System shall support quality services.
- 10.7 Principle 7: *Benchmarking*** - the University shall evaluate its achievements against appropriate national and international benchmarks.
- 10.8 Principle 8: *Collegiality and Team spirit-*** The University's procedures reflect the principles of rigorous peer review, as the way to identify areas for improvement, foster collaboration, and team spirit, exchange of best practice, and encourage critical self- evaluation.
- 10.9 Principle 9: *Internal Quality Audits:*** The Quality Assurance System shall embrace internal audits as a means of self-sustenance. Trained Quality Management System auditors shall also audit the quality assurance processes of the University.

11.0 Responsibility for Implementation of the Quality Policy:

The Vice Chancellor shall oversee the implementation of the policy.

12.0 Quality Assurance Mechanisms/Framework:

The Quality Assurance Mechanisms/Framework are as follows:

- Internal Quality Assurance Mechanisms/Framework
- External Quality Assurance Mechanism/Framework

12.1 Internal quality assurance mechanisms:

The internal quality assurance mechanisms shall apply to departments of the University and shall be consistent to the *MMU Quality Assurance policy, Universities Standards and Guidelines, 2014, Academic Quality Assurance in Higher Education Code of Practice- Code of Practice and Other Council Approved Policies of the University.*

12.1.1 Quality in Students Admissions:

Admission of students in Maasai Mara University programmes shall be guided by the following:

- i. Admissions shall be based on the minimum requirements to a degree or postgraduate programme approved by the University Senate and in line with Universities Standards and Guidelines, 2014 by CUE
- ii. Placement into undergraduate degree programmes for government sponsored students shall be undertaken by the Kenya Universities and Colleges Central Placement Services (KUCCPS) based on the capacity declared by the University. The University shall also admit self-sponsored students in line with (i) above.
- iii. Rules and regulations governing undergraduate students shall apply in the admission of all university students as stipulated in the University Admissions Policy
- iv. Credit transfer during admissions shall be in line with the University Credit Transfer Policy
- v. Rules and regulations governing postgraduate students shall apply during admissions of postgraduate students.

12.1.2 Quality of Programmes and Courses:

Development and review of all academic programs shall be based on the Universities Standards and Guidelines, 2014 Standard PROG/STD/00 to

PROG/STD/20, Maasai Mara University Curriculum Development and Review Policy and Academic Quality Assurance in Higher Education- Code of Practice.

Assessment of quality in the design and implementation of programmes and courses shall be based on the above referenced documents as well as guidelines and procedures approved by Senate.

12.1.3 Programme Monitoring:

Program monitoring shall be multidimensional:

- i. Student Course Evaluation which shall happen once a semester through Senate approved *Lecturer/Course Evaluation Form* through the student portal.
- ii. Planned audits at least once an academic year shall be carried out by the Directorate of Quality Assurance and Performance Contracting.

12.1.4 Program Review:

The University shall conduct continual programme review of its academic programmes every (4-5) years to ensure quality. The following guidelines as provided in the Universities Standards 2014 shall apply:

- Requirements of stakeholders and the expected learning outcomes;
- Process, including the programme specification, programme content, programme organization, didactic concepts and student assessment;
- Inputs, including the quality of academic and support staff, student' profile, students' advice/support, facilities and infrastructure;
- Quality assurance, including student evaluation, curriculum design, staff development and benchmarking;
- Achievements and graduates, including graduate's profiles, pass rates and drop-out rates, average completion time and employability of graduates;
- Stakeholders' satisfaction, including opinion of students, alumni, labour market and society; and
- Analysis of strengths and weaknesses, including summary of strengths and weaknesses, quality action plans and implementation plan.

A programme review academic shall feature both quantitative and qualitative analysis. The quantitative analysis shall consist of gathering and analyzing

numerical data related to the programme. These data are reported in the self-study report. The qualitative analysis is embodied into two parts: self-study completed by programme representatives and a study by external review team that augments and validates the self-study. A balance between qualitative and quantitative analysis in the program review process can ensure accountability and fairness.

The primary purpose of a programme review is to evaluate six aspects of a programme:

- i. Programme relevance
- ii. Programme quality
- iii. Resource use
- iv. Contribution to the Mission and Vision of the University
- v. Programme Adaptability
- vi. Transferability and recognition of qualifications

12.1.5 Quality of Academic Staff

Assessment of quality in academic staff shall include expectations with regard to qualifications, scholarly work and continuing professional development. Benchmarks for minimum qualifications, scholarly work and involvement in continuing professional development activities are provided in Universities Standards and Guidelines, 2014 Standard INST/STD/04. Further appointments and Promotions procedures shall be considered when developing these academic staff expectations. Maasai Mara University Human Resource Manual and the Quality Management System Human Resource Procedure Manual - shall provide further guidelines on quality of staff.

12.1.6 Quality in Teaching and Learning Experience

Assessment of Quality in teaching and learning shall cover the following:

- i. Provision of a conducive learning environment as stipulated in Universities Standards and Guidelines, 2014 Standard PHYL/STD/04 and PHYL/STD/14
- ii. Monitoring of teaching and learning through students lecture attendance form, and Lecturer/Course evaluation.
- iii. Lecturers shall be required to design Course Outlines in line with the curriculum and submit them to the Chairman of department to be available for peer review.
- iv. Resources that Support the teaching and Learning shall be evaluated for continued relevance.

- v. Continuous Assessment Tests will be administered according to Maasai Mara University Rules & Regulations Governing University Examinations
- vi. The Directorate (QA & PC) shall have an advisory and supportive role in the improvement of teaching, for example, through implementation of induction courses for academic staff, on-going professional development programmes, Teaching improvement grants and Teaching Excellence Awards

12.1.7 Quality in Student Assessment/Examinations:

Quality of student's Assessment/Examinations shall be guided by the following:

- i. All students assessment/examinations criteria shall be as stipulated in the Maasai Mara University Rules & Regulations Governing University Examinations
- ii. Procedure for development and administering of the assessment tools (CATS and Examinations) is stipulated in the Quality Management System- Academic Procedure Manual.
- iii. Internal Moderation of examination by the School Board is a control measure to ensure peer review of assessment tools.
- iv. Moderation criteria for shall be established by the school board and approved by Senate.

12.1.8 Quality in support services:

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

This assessment will be based on the University Quality Management System based on the ISO 9000 standards that University is certified to. All university services are shall be compliant to the ISO 9001:2008 including its revisions that the University will be certified to. The Quality of support services will be measured through internal quality audits of the quality management system (QMS). The audits will be carried out as per the QMS yearly audit program.

Key areas of Quality assurance in support services shall be as follows:

i. Procurement

- Procure of all products and services and procedures that help the university deliver quality academic services shall be within the user's deadlines and in line with the procurement plan.
- All other procurement procedures shall apply.

- Procurement plan shall be comprehensive and in the line with the budget.
- ii. Estates**
- Estes shall schedule maintenance of University facilities every Financial year
 - Repairs of all academic facilities shall be immediate and shall be prompt.
 - Lawns and such other landscaping activities shall be scheduled and schedules implemented.
 - Power backup shall be maintained.
 - All preventive measures including cost saving matters shall be considered in all plans
 - An automated data-base of assets shall be maintained.
- iii. Cleaning**
- Cleaning of all halls shall be at least twice a day
 - Cleaning of all washrooms shall be after every two hours.
 - Cleaning Monitoring tools shall be developed, implemented and maintained.
- iv. Finance**
- An automated finance system shall be maintained.
 - Payment of service providers shall be scheduled.
 - Financial reports shall be available upon request.
 - Approvals shall be efficient and effective.
 - Budget process shall involve all departmental heads.
- v. Laboratories**
- All laboratories must meet respective laboratory standards
 - Resources to support all labs shall be maintained
 - Professional staff shall be provided
 - Laboratories shall correspond to academic programmes
- vi. Acquisition and Management of Human Resources**
- The following documents shall apply for all issues regarding Human Resources:
 - Human Resource Policy
 - Employment Act
 - Scheme of Service
 - Code of Conduct
 - Collective Bargaining Agreement
 - Staff Training Policy
 - Other applicable regulatory and statutory requirements
- vii. Catering Services**
- Catering services shall be offered in line with the QMS procedures documented

- Health requirements for staff in the catering department shall apply
- Public health requirements for catering facilities shall apply.

viii. Hostels

- Room allocation and management shall be as per the QMS procedure for Hostels
- Cleaning requirements shall be as per(iii) above

12.1.9 Quality of resources and facilities

Quality of resources and facilities shall be measured and determined by the Universities Standards and Guidelines, 2014 Standard PHYL/STD/01-33(physical facilities) and LIBRA/STD/01-09(Library Resources)

This standards provide the following among others:

- Specifications for quality learning spaces and facilities and the overall appropriateness of a learning environment.
- Safety measures to be observed
- Facilities for students with special needs
- Define the standards for libraries
- Standards for learning resources that support quality teaching and learning.

12.1.10 Internal Quality Assurance Audits:

The Directorate of Quality Assurance and Performance Contracting will develop a yearly audit program to sustain the quality assurance system. Tools and criteria shall be established to audit university programmes and related services which include the following:

- i. Academic Programmes implementation
- ii. Quality Teaching
- iii. Examination Processes
- iv. Postgraduate Thesis and Dissertations
- v. Field Attachment and Teaching Practice
- vi. Lecturer Evaluation
- vii. Class attendance
- viii. Library resources
- ix. Physical Facilities
- x. Safety Standards

An internal Quality Assurance Audit may cover only a number of areas in any scheduled audit, however effort shall be made to ensure all areas are covered in an academic year.

12.1.11 Quality of Research:

In order for Maasai Mara University to keep an outstanding international reputation in research, it must be committed to maintaining and expanding its research capacity to achieve research and innovation of international distinction. The Maasai Mara Research policy shall guide quality of research in the University. Quality research shall include the following:

- i. Assessment of capacity to perform research at the individual and School/Institute/Directorate level.
- ii. Assessment of the research relevance to the discipline, both locally and globally.
- iii. Assessment of external research and internal research
- iv. Assessment of research management
- v. Assessment of research findings and dissemination
- vi. Assessment of research and research training strategies to reflect international best practices.

12.2 External Quality Assurance Mechanism/Framework

External quality assurance mechanism shall involve the involvement of qualified and recognized as well highly reputable and independent institutions and in checking internal quality of programmes and processes. This will also cover the role played by the regulatory body: Commission on University Education (CUE)

12.2.1 Validation of Academic Programs

During programme development or review external subject experts shall be identified who shall validate the programme in line with the Maasai Mara University Guide for Programme Validation Panel

12.2.2 External Moderation of Examinations

As a quality control measure the University shall appoint External Examiners in line Rules and Regulations of Maasai Mara University Governing University Examinations shall be review extreme cases i.e. candidates who are failing, those who are passing exceptionally well and cases of candidates whose performance may be considered as borderline. Their report and recommendation are considered a quality input into the University quality framework.

12.2.3 Audits by the Commission on University Examination

The University shall co-operate with the Commission for University Education during the external quality audits in accordance with CUE mandate. Recommendations arising from the audit shall be implemented.

12.2.4 Benchmarking for Best practice

The University shall benchmark with leading Universities locally and internationally and borrow best practice in different facets of quality academic processes. Senate approval shall be sort for any practice that touches on academic programs and procedures.

12.2.5 Collaboration with Professional Bodies

In offering programs that that require collaboration professional bodies the University shall comply with such regulations on approval by Senate and in line with CUE standards and regulations.

12.2.6 Accreditation of Programmes:

All programmes offered by Maasai Mara University shall be accredited by Commission of University Education.

12.2.7 Stakeholder Feedback:

The Directorate of Quality Assurance and Performance Contracting shall establish mechanisms for obtaining feedback from the stakeholders and use the outcomes from the feedback to communicate to relevant Schools and Departments as an input into quality improvement in the mandated activities.

There shall be a mechanisms in place for regularly soliciting feedback from students on the quality of the programmes and courses, learning opportunities, teaching, and the total student learning experience (using senate approved tools). The Directorate shall also regularly undertake stakeholders" surveys (alumni, employers, etc.) and the findings from these surveys are used to improve the quality of teaching and learning, research, community service, and other service provision.

13.0 Quality Assurance Management Structure:

The Quality Assurance Management Structure shall stipulate how quality assurance agenda will flow throughout Maasai Mara University.

13.1 Maasai Mara University Quality Assurance Committee (MMUQAC):

MMUQAC shall include joint University Management Board (UMB) and Senate Committee on Quality Assurance. The committee shall provide the overall approval on the implementation and effectiveness of the Quality Assurance strategy. Its Composition will be as follows:

- i. The Vice-Chancellor – Chairperson
- ii. Deputy Vice-Chancellors
- iii. Registrars
- iv. Deans of Schools
- v. Director(QA&PC)- Secretariat

The terms of reference for the MMUQAC shall be as follows:

- i. To promote a quality culture at the University;
- ii. To establish and monitor quality standards and practices;
- iii. To review and evaluate quality assurance system and procedures;
- iv. To attend to specific recommendations as required from time to time by Council and Senate on Quality Assurance Issues.

13.2 Director of Quality Assurance and Performance Contracting:

There shall be a Director of Quality Assurance and Performance Contracting (Director QA&PC) appointed as per the Maasai Mara University Statutes to manage every day activities of the Directorate. The Director shall liaise with both the Deputy Vice Chancellor in charge of Academic, Research and Student Affairs DVC (AR&SA) and Deputy Vice Chancellor in charge of Administration, Finance and Planning DVC (AF&P) and reporting to the Vice Chancellor of the University.

The main duties of the Director (QA & PC) shall be:

- i. To provide leadership on Quality Assurance and Good Practice at the University;
- ii. Implement and manage Quality Assurance initiatives
- iii. Lead, coordinate and support Quality Assurance and Enhancement Management System across the University;
- iv. Contribute to the identification, development and promotion of the University's quality assurance protocols and procedures
- v. Contribute to the formulation of the University's Quality Assurance and Enhancement Policies and Practices and to their implementation and

monitoring across the University and, where appropriate, in collaborating partner institutions.

- vi. Coordinate the review of Quality assurance systems, protocols and procedures.
- vii. Develop Proposals for Resource mobilization for the Quality Assurance Directorate

13.3 Deputy Director of Quality Assurance and Performance Contracting:

The Director will be assisted by a Deputy Director of Quality Assurance and Performance Contracting whose duties shall be to:

- i. Assist the Director in coordinating and supervision of all activities carried out at the Directorate of Quality Assurance and Performance Contracting.
- ii. Coordinate monitoring and evaluation of Quality Assurance mechanisms in the University
- iii. Develop and maintain the publication of a Quality Assurance Journal
- iv. Maintain and update the Quality Assurance Website.
- v. Oversee planning, development and Managing of Quality Assurance budgets.
- vi. Prepare reports as may be required by University and relevant government agencies.
- vii. Performing the functions of the Director in his absence when so instructed.

13.4 Assistant Registrars

There shall be three assistant registrars in the Directorate of Quality Assurance and Performance Contracting as follows:

- i. Assistant Registrar(Quality Assurance) who will be responsible for Curriculum Development, implementation and reviews, research and evaluation among other QA issues
- ii. Assistant Registrar, Quality Management Systems (QMS) who will be

responsible for co-ordination with ISO 9000 family of standards the University is certified to. And;

- iii. Assistant Registrar Performance Contracting (PC) who will be responsible for co-ordination of the Performance Contracting process.

13.5 Administrative Assistants:

There shall be three Administrative Assistant in the Directorate of Quality Assurance and Performance Contracting to provide administrative support in the three respective sub-sections of the directorate.

Organogram of the Directorate of Quality Assurance and Performance Contract

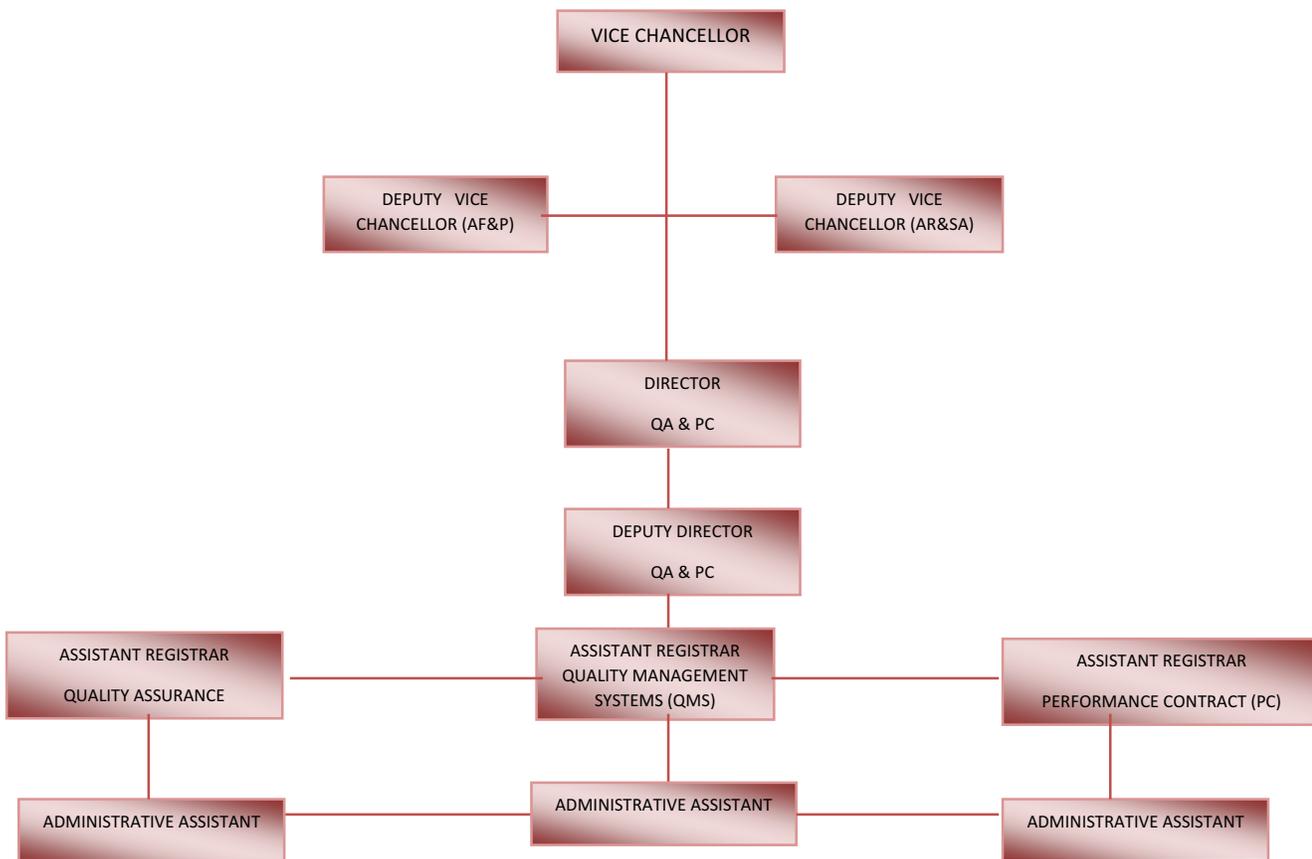


Figure 1: Directorate of Quality Assurance and Performance Contracting Organogram

13.6 Quality Assurance officers

There shall be at least one Quality Assurance officers in each school and one in each Administrative Division. This shall be a member of staff who besides their normal responsibility shall be appointed to this role. They will be tasked with the responsibility of overseeing quality assurance functions in various Schools/Divisions in the University. They shall have the responsibility of:

- i. Promoting a quality culture in the University;
- ii. Monitoring quality standards and practices;
- iii. Overseeing the implementation of quality assurance system and procedures;
- iv. Attending to specific recommendations as required from time to time by the University.

14.0 University Quality Assurance Philosophies and Strategies:

The Vice Chancellor of the University shall have the overall authority of ensuring that Quality Assurance policy is implemented. However, it is expected that all academic and administrative staffs shall exercise individual responsibility in driving the quality assurance system to achieve set quality standards. Heads of department/sections shall ensure policy requirements are implemented within their divisions.

As a developmental process quality assurance at MMU focuses on continual improvement where impediments that could affect quality of services are promptly identified and addressed while good practices across departments/sections are shared. This policy encourages collective responsibility in delivering quality services and should not be interpreted to be a policing or fault finding tool.

14.1 Quality Assurance assessment

Quality Assurance Assessment shall be both internal and external. Internal mechanisms consist of internal quality assurance audits. The regulatory body Commission on University Education is responsible for external independent assessment of the University. The University will endeavor to enhance quality processes to attract a good assessment and reporting by independent assessors (web metrics) and peers.

14.2 Performance Indicators

Performance indicators set in support of the performance management system shall be sensitive to the requirement of quality. This means that performance will not only be measured in terms of quantity but also quality must be examined.

14.3 Quality Hand Book

There shall be a quality handbook developed and maintained by the Directorate of Quality Assurance and Performance Contracting. The quality handbook will be a quick reference guide for heads of departments on quality procedures to aid in decision making.

14.4 Quality Manual

There shall be a quality manual developed and maintained by the Directorate of Quality Assurance and Performance Contracting. This manual shall contain among other things the assessment criteria for Quality Assurance Internal Audit and for Quality Assurance Assessment.

14.5 Communication

University community shall be informed of all quality assurance initiatives and developments through officially established communication channels of the University. This may include but not limited to communication through e-mails, website, memos and newsletters. In cases of review/development of policies input from a wide range of stakeholders shall be the practice. Some of the communication strategies that shall be used are:

- i. There shall be regular University management meetings in which administrative policy and management issues are discussed.
- ii. There shall be regular Senate, School board, Departmental/Section meetings where issues relating to academic and/or administration are discussed.
- iii. There shall be a Vice-Chancellor's meeting with all academic staff at least once in an academic year. This meeting is relatively informal and provides an opportunity for brainstorming, consideration of new ideas, sharing new information etc.
- iv. There shall be a meeting of the University think tank every two years consisting of the Chancellor, Chair of Council, Vice Chancellor and deputy Vice Chancellors, Deans and Directors to discuss the effects of the external environment, specific internal issues, and the most appropriate strategic direction of the University.
- v. Heads of Departments/sections are critical in the success of a strategic direction and overall success of the University. A workshop shall be held annually for all Heads of Departments/Sections in order to share information and to provide them with the opportunity to raise issues of concern or propose strategies for meeting the challenges that may be identified from time to time.

15.0 Academic Quality Assurance in Higher Education – Code of Practice.

The Kenya Bureau of Standards in collaboration of players in the education sector has developed the Kenya Standard (Academic Quality Assurance in Higher Education – Code of Practice.). This standard is a generic set of code of practice that players in Higher Education shall use to standardize their processes in line with quality practices.

Heads of departments in the academic division shall be required to align their procedures, processes and policies to the code of practice for Higher Education. The University has acquired the following code of practice:

- i. Part 1: Programme design, approval, monitoring and review.
- ii. Part 2: Assessment of students
- iii. Part 3: Academic appeals and student complaints on academic matters
- iv. Part 4: External Examining
- v. Part 5: Post graduate research programmes
- vi. Part 6: Collaborative provision and distance learning (including e-learning)
- vii. Part 7: Work-based and placement learning
- viii. Part 8: Career education, information and guidance
- ix. Part 9: Students with disabilities
- x. Part 10: Admissions to higher education.

Note: That the codes of practice have been purchased by the University under the single user license and therefore it is a controlled document.