

BINDURA UNIVERSITY OF SCIENCE EDUCATION



QUALITY ASSURANCE POLICY

Approved by Senate on 05-09-2019 (SEN62/867/19)

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ABBREVIATIONS AND ACRONYMS

| | |
|--------|--|
| BUSE | Bindura University of Science Education |
| DQAC | Departmental Quality Assurance Committee |
| EQA | External Quality Assurance |
| FQAC | Faculty Quality Assurance Committee |
| IQA | Internal Quality Assurance |
| QA | Quality Assurance |
| QAP | Quality Assurance Policy |
| QAC | Quality Assurance Committee |
| QAD | Quality Assurance Department |
| QAF | Quality Assurance Framework |
| QC | Quality Circle |
| TQM | Total Quality Management |
| ZIMCHE | Zimbabwe Council for Higher Education |

1. POLICY STATEMENT

1.1 Preamble

The quality of services offered in higher education institutions is a very critical component which greatly influences the quality of graduates trained by any institution. The international Quality Management System Standard, ISO 9001:2015 can therefore, be used effectively to improve graduate quality as use of the standard leads to the upgrading of university services offered to students. This is because ISO 9001:2015 certification leads to the promotion of quality awareness and quality assurance as academic institutions undertake rigorous screening of their processes and systems over time, in order to build efficient and effective quality assurance systems.

To achieve ISO 9001:2015 certification, a well-organized quality assurance system should be designed with specific objectives related to sub policies. It should be well interpreted, clarified and carried out by the concerned parties at all levels of the institution on the basis of a clear division of responsibilities. In the same vein, Association of Zimbabwe statutes. Quality Assurance at the Bindura University of Science Education shall be guided and informed by the Zimbabwe Council for Higher Education as well as the Standards

1.2 Quality Assurance Mission

The University's quality assurance mission is:

'To produce knowledgeable, skilled, innovative and entrepreneurial graduates through teaching and research innovation; and develop products and services for industrialisation and community transformation.'

1.3 Quality Assurance Vision

To develop and establish a robust Quality Assurance Management System through monitoring and maintaining quality standards in learning and teaching, research, innovation, industrialisation and extension/community service towards ISO9001:2015 certification.

1.4 Objectives of the Policy

The objective of the Quality Assurance Policy (QAP) is to ensure that:

- the institution is developed into a hub of excellence through cultivating a quality culture in all its activities in order to produce competent and universally employable graduates.
 - an appropriate quality assurance system (a set of quality assurance policies, procedures and performance indicators) is in place to realise the vision and mission of the University
 - structures are in place to monitor and review the effectiveness of such policies
 - the University's quality assurance system is coordinated, developmentally oriented, and is characterized by minimum bureaucracy and maximum effectiveness.
 - a quality assurance culture underpinned by continuous learning and improvement is inculcated in all staff members and students at Bindura University of Science Education

1.5 Intended Outcomes of the Policy

Successful implementation and management of this Policy will result in outcomes that enhance:

- i. quality Academic provision leading to improved student educational experience;
- ii. continuous Personal Development by staff leading to improved performance in key functions of the University;
- iii. satisfaction and confidence of society and stakeholders in the awards of the university; Capacity to compete with other higher educational institutions globally; and
- iv. an ethos of continuous quality improvement in the University

1.6 Quality Management Approach

The University shall embrace the provisions of Total Quality Management (TQM) in the implementation of this Policy. This entails a holistic approach that views continuous improvement in all aspects of the University operations underpinned by progressive changes in attitudes, practices, structures and systems. This therefore calls for commitment and

diligence by every staff member to maintain high standards of work in every aspect of the University operations.

1.7 Responsibility for Policy Implementation

The Vice Chancellor shall oversee the implementation of this Policy

2 QUALITY ASSURANCE PHILOSOPHY

2.1 Policy Declaration

The implementation of this policy shall be the responsibility of everyone in the University.

2.1.1 Shared responsibility

Quality assurance at Bindura University of Science Education (BUSE) is a shared responsibility that cuts across all the structures of the University. BUSE, as enshrined in its vision, is committed to academic excellence. This shall be attained through a shared commitment to excellence by everyone in the University.

2.1.2 Ethos of individual responsibility

Responsibility for delivery of quality service to the University in all its endeavours rests with individual members of staff. Heads of Units/Departments are responsible for ensuring that the provisions of this Policy are met within their Units/Departments.

2.1.3 Approach to Quality

Furthermore, BUSE considers *quality* as:

- i. the policies, systems, activities, structures, processes, procedures and guidelines directed towards achieving, maintaining, monitoring and promoting quality.
- ii. activities that must ensure that standards are specified and achieved consistently and repeatedly. It involves a continuous cycle of setting standards for key activities, judging achievements against the standards, planning for improvement and taking action to implement desired changes.
- iii. related activities on all levels, which may include policy setting, process and procedure formulation and implementation, documentation, staff involvement, monitoring, involving clients, training, and sound financial planning and management.

2.2 The BUSE Quality Assurance Philosophy

The basic philosophy behind Quality Assurance (QA) at BUSE shall be the promotion of a prevention culture achieved through close monitoring (identifying weaknesses and gaps which need to be addressed) and improvement of processes and procedures in all academic and academic support departments for efficiency in the use of available resources and effectiveness in the achievement of the BUSE set goals and objectives in which:

- i work and control activities are properly planned,
- ii operations are timely monitored and controlled, iii procedures are clearly documented,
- iv records are properly generated, documented, secured and stored v information contributing to quality improvement of services offered by the various departments at BUSE is always collected and analyzed to enable appropriate actions to be taken, based on empirical evidence,
- vi challenges are anticipated and intercepted before they develop to uncontrollable and damaging levels, and
- vii effective communication is used among departments and individual BUSE employees.

2.3 Principles Underpinning the Policy

There are seven principles underpinning this Policy. These are:

- i **Developmental process** - QA is a development process which does not have an endpoint.
- ii **Continuous improvement**- Continuous improvement is a top priority in all aspects of University functions.
- iii **Self-assessment**- The University shall foster an ethos of critical self-assessment in evaluation of its performance.
- iv **Evidence-based**- Decisions must be based on systematically collected evidence.
- v **Standards**- Set standards shall guide performance of the University in all its key functions.
- vi **Benchmarking**- The University shall learn from good practices in other institutions.

vii Collegiality - University procedures shall reflect the principles of peer review, collaboration and collegial decision making.

3 QUALITY MANAGEMENT STRUCTURE

3.1 Management Levels

The responsibility for quality management at the four levels in the University shall be as follows:

3.1.1 Institutional Level

The University shall have a Quality Assurance Committee (QAC) which shall be a delegate Committee of Senate. The Quality Assurance Department (QAD) shall be the Secretariat of the QAC

3.1.2 Faculty Level

Each Faculty shall have a Faculty Quality Assurance Committee (FQAC). The FQAC shall be made up of representatives from each Department in the Faculty. The FQAC shall be chaired by the Dean.

3.1.3 Department Level

There shall be a Departmental Quality Assurance Committee (DQAC). The Chairperson shall be a senior member of staff and shall represent the Department in the FQAC.

3.1.4 Support Unit/Section Level

Each support Unit/Section shall have a Quality Circle (QC) made up of as many members as deemed fit by the Unit/Section.

3.2 Quality Assurance Department

3.2.1 Mandate of the QAD

The QAD shall function as the Vice Chancellor's secretariat on QA issues. Whereas the Department's main function shall be oversight of all QA issues in the University, it shall also serve as the link between the University and the following stakeholders:

- i** External regulatory bodies such as the Zimbabwe Council for Higher Education (ZIMCHE);
- ii** Ministry of Higher and Tertiary Education **iii** Professional bodies; and
- iii iv** Any other bodies relevant to QA-related activities of the University.

3.2.2 Structure of the QAD

The QAD shall be headed by a Director. The Department shall have a complement of staff which shall include the following:

- i** Quality Assurance Auditor
- ii** Quality Assurance Officers
- iii** Administrative Assistant
- iv** Secretary

3.2.3 Functions of the QAD

The functions of the QAD are:

- oversee the implementation of the University Quality Assurance Policy;
- plan strategically to achieve the objectives of the University Quality Assurance Framework;
- manage the Secretariat of the University Quality Assurance Committee;
- coordinate and support Quality Assurance and Enhancement of Management Systems across the University;
- contribute to the identification, development and promotion of the University's Quality Assurance protocols and mechanisms;
- lead in the development and implementation of Quality Assurance initiatives;
- contribute to the formulation of the University's Quality Assurance Policies and Practices, monitor their implementation across the University and where appropriate in the University's affiliate and Associate institutions;

- liaise with donors and funding agencies to mobilise financial resources for Quality Assurance activities;
- coordinate the process of accreditation of academic programmes
- carrying out other duties related to Quality Assurance as may be assigned from time to time by the Vice Chancellor.

3.2.4 Financing of the QAD

The QAD shall be funded as follows:

- i. The QAD shall be allocated voted funds;
- ii. The QAD shall mobilise additional resources to support its functions.

3.3 Quality Assurance Committee

The QAC shall be a Senate Committee. The QAC shall be responsible for QA matters as they relate to all aspects of University functions.

3.3.1 Membership of the University Quality Assurance Committee

Membership of the QAC shall be as follows:

- i. Vice Chancellor (Chairperson)
- ii. Pro Vice Chancellor
- iii. Registrar
- iv. Bursar
- v. Librarian
- vi. Deans' representative
- vii. Director of Quality Assurance
- viii. Director Research and Post Graduate Centre
- ix. Director Works and Estates
- x. Director Information Communication Technology
- xi. Dean of Students

- xii. Two Professors appointed by the Vice Chancellor
- xiii. Two student representatives

3.3.2 Expectations for Committee Members

All members of the Quality Assurance Committee:

- i. are expected to be collegial and constructive in approach;
- ii. should attend and participate fully in the work of the Committee and consult their constituencies in order to gather input which will inform the Committee;
- iii. will need to take collective and individual ownership of issues under the Committee's remit and execute the same on behalf of their constituencies;
- iv. are expected to be committed to communicating the work of the Committee to the University community; and
- v. base their views, decisions and actions on empirical evidence.

3.3 Functions

- To oversee the delivery of the University's Quality Assurance Framework (QAF), including periodic internal monitoring and evaluation of Departmental QA standards and progress
- To ensure periodic reporting from academic support departments in order to guarantee that QA procedures meet the desirable University and ZIMCHE standards as well as other QA related regulatory bodies.
- To establish appropriate standards of courses and programmes as well as validate new courses and programmes in preparation for ZIMCHE approval and accreditation.
- To disseminate best practices in QA as identified through the work of the Committee as adopted and adapted from other relevant QA professional institutions
- To oversee and monitor the effective implementation of review recommendations from ZIMCHE (or any other QA relevant regulatory body) and the disseminations of enhancements identified in reviews.
- To identify global trends in QA and recommend activities aligned with the University's Strategic Plan as well as ZIMCHE's QAFs and promote definite innovations in such inclinations.

- To monitor the University's compliance with the ZIMCHE guidelines on QA and oversee the University's response to consultations, initiatives and requirements for other relevant QA external regulatory bodies, such as the International Federation for Social Workers.
- To participate and play a constructive role in the crafting and development of national QAFs through the engagement of QAC members with external organisations.

3.3.4 Operation

- i. The QAC shall meet at least four times a year;
- ii. The QAC shall develop a work plan at the beginning of each academic year;
- iii. Meeting agendas, papers and minutes will be published and circulated in accordance with the University's publication policy; and
- iv. The Department of Quality Assurance will provide secretariat support to the QAC.

3.4 Faculty Quality Assurance Committee (FQAC)

The FQAC is responsible to the Faculty for quality assurance and enhancement in the Faculty in conformity with the University's quality assurance policy.

3.4.1 Composition

- i. The Dean of the Faculty shall chair the Committee;
- ii. Departmental Chairpersons
- iii. Two student representatives;
- iv. Representative of the Technical Staff.

3.4.2 Functions

- i. Promote a quality culture in the Faculty;
- ii. To evaluate quality assurance standards and practices;
- iii. Evaluate quality standards and practices for courses and degree programmes;
- iv. Monitor annual reviews of courses and programmes and manage the outcomes of the reviews;
- v. Prepare the annual Faculty quality assurance report; and

- vi. Attend to specific issues as recommended by the University Quality Assurance Committee from time to time.

3.4.3 Operation

- i. The Committee shall meet at least four times per annum (twice in each semester of the academic year); and
- ii. The Senior Assistant Registrar of the Faculty shall provide secretariat support to the Committee.

3.5 Departmental Quality Assurance Committee

The DQAC is responsible to the Department Board for quality assurance and enhancement in the Department in conformity with the University's quality assurance policy.

3.5.1 Composition

- i. The Departmental Chairperson shall chair the Committee;
- ii. Representatives of each specialisation area in the Department;
- iii. Two student representatives.

3.5.2 Functions

- i. Promote a quality culture in the Department;
- ii. Monitor quality standards and practices for courses and degree programmes in the Department;
- iii. Prepare the annual Department quality assurance report; and
- iv. Attend to specific issues in the Department as recommended by the FQAC and the QAC from time to time.

3.5.3 Operation

- i. The DQAC shall meet at least four times per annum (twice in each semester of the academic year); and
- ii. The Departmental Secretary shall provide secretariat support to the Committee.

3.6 Support Services Quality Assurance

3.6.1 Quality Circle

- i. Each support services Unit shall have a Quality Circle;
- ii. The composition of the QC shall be as deemed fit by each Unit;
- iii. The QC shall be led by a member selected by the Departmental Head.

3.6.2 Functions

- i. Promote an ethos of quality assurance and improvement in the Unit;
- ii. Oversight of all matters under the unit's purview, related to provision of quality services to students, staff and external stakeholders;
- iii. Monitoring and enhancing standards of service provision;
- iv. Prepare the annual quality assurance report for the Unit; and
- v. Attend to specific issues in the Unit as recommended by the QAC from time to time.

3.6.3 Operation

- i. The QC shall meet at least four times per annum (twice in each semester of the academic year); and
- ii. The Unit Secretary shall provide secretariat support to the QC.

3.7 Tenure of Committee Membership

- i. The term of office for all elected QAC members shall be guided by the University Policy on Committees; and
- ii. Tenure for student representatives shall be two years.

4.0 ROLES AND RESPONSIBILITIES IN QUALITY ASSURANCE

Responsibility for quality assurance and enhancement lies with all members of staff in the various academic and support Departments in the University. The entirety of the University is expected to contribute to the quality of academic provision. The major drivers of this Policy are staff and students.

4.1 Roles of Students

To enhance the quality of student learning, students have the following responsibilities:

- i. embrace a culture of deep and holistic learning;
- ii. attend regularly scheduled learning and teaching activities;
- iii. adequately prepare for all learning and teaching activities such as tutorials, seminars, and assessment;
- iv. spend the recommended time on student independent learning for all course units;
- v. accept and learn from academic advice that arises from assessment of their work;
- vi. reflect on their learning and seek to continuously improve their performance;
- vii. objectively evaluate teaching staff, courses and support services; and
- viii. Use effectively the committee system representations to contribute to improvement of academic provision.

4.2 Roles of Staff

To enhance the quality of academic provision and support services, University staff have the following responsibilities:

- i** Should be professional in the conduct of their duties. Adequately prepare for academic undertakings and execute the same with utmost professionalism;
- ii** Provide students with appropriate academic guidance, counselling and conveniently make themselves available for student consultations;
- iii** Pursue professional development in competence areas that underpin teaching, research, community service, innovation, industrialisation and student support;
- iv** Dutifully adhere to provisions of University's policies such as: Teaching and

- Learning Policy; Research Policy; and Student Assessment Processes and Procedures;
- v Diligently align all work done in the University to the core mission of the University in teaching, research, community service, innovation and industrialisation; and
 - vi Reflect on their performance and seek to continuously improve their performance.

4 QUALITY ASSURANCE MECHANISMS

This Policy shall apply to all academic and support Units in the University. The University shall ensure that at all times it has a well-defined criteria for measuring and judging performance standards in all its core activities. Quality assurance processes shall include mechanisms for the following:

- a** Internal Quality Assurance (IQA)
- b** External Quality Assurance (EQA)

5.1 Internal Quality Assurance Mechanisms

In fulfilling the obligation to ensure high quality in undertakings carried out in its constituent Units, the University will consistently and continuously implement IQA mechanisms.

5.1.1 Focus Areas in Internal Quality Assurance

Internal QA shall include mechanisms to assess and improve the following:

- i. Students enrolled
- ii. Programme design
- iii. Programme review
- iv. Teaching and learning
- v. Student assessment
- vi. Academic and support services staff
- vii. Research
- viii. Community service
- ix. Innovation
- x. Industrialisation
- xi. Support services
- xii. Student welfare
- xiii. Resources and facilities

5.1.1.1 Quality of Students Enrolled

The University shall strive to attract and recruit qualified students for all its programmes. In pursuit of this objective, the University shall assess the following:

- i Entering grades of students; and
- ii Award of entrance and exit scholarships to students.

5.1.1.2 Quality of Programme Design

Assessment of quality in programme design shall consider the following:

- i. The University shall have guidelines for development of new programmes and their approval by Senate;
- ii. Ensure that each programme is designed by well-qualified staff and the design process is based on guidelines and procedures approved by Senate;
- iii. Each programme should be consistent with the University's vision and mission (mandate fit) and address critical national human resources requirements;
- iv. The curriculum must at least meet the minimum body of knowledge for the discipline as stipulated by ZIMCHE and professional bodies; and
- v. A programme should be coherently structured, learning outcomes clearly stated and available physical and human resources should meet the requirements of the programme.

5.1.3 Quality of Programme Review

The University shall undertake periodic reviews of its academic programmes. The programme review cycle shall normally be four years (for eight- semester programmes) and five years (for ten-semester programmes). There shall be mandatory annual reviews, which shall cumulatively inform the end of cycle review. The QAD shall manage the programme review cycle.

The purpose of programme review is to evaluate three aspects of each academic programme:

- i. Quality of programme inputs;
- ii. Quality of programme processes; and
- iii. Quality of programme outputs and impact.

The mechanisms of programme review shall be specified in a document on Guidelines for Academic Programme Review.

5.1.1.4 Quality of Teaching and Learning

Assessment of quality in teaching and learning shall be guided by the following:

- i** The Teaching and Learning Committee has the responsibility to promote effective teaching and learning;
- ii** The Teaching and Learning Policy shall specify practices and standards in teaching and learning;
- iii** Due regard shall be given to new innovative approaches to delivery and learning which transcend the:
 - a)** Traditional concept of the lecturer/student interaction;
 - b)** Lecture – tutorial model as the de facto teaching approaches;
- iv** Well established tools shall be used to assess teaching through peer and student evaluations. These tools shall be specified in the Teaching and Learning Policy;
- v** Appointment and promotion procedures that pertain to teaching shall be regularly reviewed to promote recruitment of competent staff;
- vi** The University shall have a Student Admissions Policy. Admission of students into programmes shall be on the basis of established and regularly updated criteria that allows fair and transparent recruitment;
- vii** In order to facilitate teaching and learning the University shall ensure that:
 - a)** Programmes are effectively delivered through use of appropriate technologies and pedagogic skills;
 - b)** Delivery of programmes emphasises attainment of learning outcomes that encompass the competence domains of knowledge, skills and values;
 - c)** There is a student assessment and peer review of lectures;
- viii** The University shall strive to provide necessary resources and infrastructure for effective delivery of programmes; and
- ix** The University shall have a continuous professional development programme to improve pedagogical skills of academic staff.

5.1.1.5 Quality of Student Assessment

The University's main goal in teaching and learning is to produce well-groomed graduates who are knowledgeable, skilled, and of sound professional, social and civic ethos.

Assessment for attainment of these attributes shall be guided by the following:

- i** The University shall have a Student Assessment Policy;
- ii** The student Assessment Policy shall specify the mechanisms for both formative and summative assessment;
- iii** The Assessment Policy shall also specify the modalities for external and internal moderation of students' work that ensure validity and reliability of assessment procedures; and
- iv** Departments shall ensure at all times that student assessment is constructively aligned to learning outcomes.

5.1.1.6 Quality of Academic and Support Services Staff

The University's appointment, grading and promotion policies shall guide the recruitment process of academic and support services staff. Assessment of quality in academic and professional staff shall include:

- i.** Adequacy of qualifications for the discipline taught or services rendered;
- ii.** Student and peer evaluations of teaching and scholarly works or customer satisfaction surveys;
- iii.** Performance management by the Head of Department or Unit;
- iv.** Involvement in continuing professional development as determined by the Head of Department or Unit;
- v.** The QAD shall analyse data from evaluations by peers, students and customers, and recommend appropriate actions for each member of academic staff for the purpose of continuous improvement;
- vi.** Promotions shall be guided by the Academic Staff Grading and Promotions Ordinance and relevant promotion protocols for support services staff;

- vii. The Staff Development Committee shall regularly review the Staff Development Policy which shall guide staff development initiatives in the University;
- viii. The Staff Development Policy shall ensure that staff continue to meet high academic and professional standards; and
- ix. All members of staff, irrespective of their designation (full-time, part-time, etc), shall be subject to this QA Policy.

5.1.1.7 Quality of Research

The University is committed to achieving the highest quality in its research processes. The University values research as one of its core activities. To ensure quality in research the University shall ensure that:

- i. the Research Policy encompasses a Research Quality Framework;
- ii. the Research Quality Framework enables the Senate Research Committee to ensure that:
 - a. all research undertaken in the University is properly approved, conducted, managed and evaluated;
 - b. all research takes into account ethical and environmental considerations;
 - c. research results are integrated into teaching and learning and evaluated for their commercial value;
 - d. there are clear mechanisms for dissemination of research results for the benefit of society and industry.
- iii at all times the Research Policy is adequately and successfully implemented; iv researchers collaborate with internal and external partners; and v research papers are published in reputable journals that guarantee a high citation impact.

5.1.1.8 Quality of Community Service

The University has an obligation to provide expert services to the community and influence industry through its research and intellectual outputs. To this end, the University shall:

- a. establish a strategy to enhance provision of its services to society;
- b. have a mechanism for planning, executing and assessing community service activities of its staff; and

- c. ensure that community engagement contributes to the development of society.

5.1.1.9 Quality of Support Services

Efficient and effective support services are needed to enhance the quality of academic provision. The University shall continually strive to provide properly aligned support services to academic staff and students. In this regard, the University shall ensure that:

- i** all support services are adequately aligned to attainment of the University's mission of teaching, learning, research and community service;
- ii** all undertakings of support Units are carried out efficiently and in the most cost effective manner;
- iii** all support Units have well-defined mechanisms of collecting feedback from staff and students in terms of their satisfaction with service provision;
- iv** such feedback shall be used to continuously improve service delivery, and **v** there is a functional and appropriate records management system.

5.1.1.10 Quality of Student Welfare

The University shall strive to provide a conducive environment for students' learning that nurtures holistic development. In creating and continuously improving such an environment, the University shall ensure that:

- i** there is a Student Welfare Quality Assurance Framework; **ii** the Student Welfare Quality Assurance Framework shall specify quality dimensions and assessment procedures for aspects of student support that include academic, social, civic and professional services;
- iii** student support is continuously enhanced through adoption of innovations and updates in provision of such services; and
- iv** the Division of Student Affairs and the Students Representative Council shall work hand-in-hand in administering the Student Welfare Quality Assurance Framework.

5.1.1.11 Quality of Resources and Facilities

The University shall have mechanisms to design, procure, manage and improve its physical resources and facilities in order to support student learning. Assessment of quality of resources shall include assessing:

- i** availability and appropriateness of learning infrastructures, which shall include;
 - a. facilities for practical learning such as laboratories, workshops and equipment;
 - b. teaching and learning space and facilities
 - c. library and information facilities
- ii** availability and accessibility of IT resources such as Internet, computer and hardware;
and
- iii** adequacy of educational technologies.

5.1.2 External Quality Assurance Mechanisms

To facilitate external assessment of its performance, the University shall enlist the following practices:

- i** Engagement of external stakeholders in programme design;
- ii** External review of all academic programmes by regulatory and professional bodies;
- iii** Use External Examiners in all its undergraduate and graduate programmes; and
- iv** Use External benchmarks for support services.

5.1.2.1 External Stakeholders in Programme Design

The University shall at all times ensure that all new programmes meet standard requirements in terms of market legitimacy and academic merit. In pursuit of this objective the University shall ensure that:

- i** set guidelines that promulgate processes and procedures for introduction of new programmes include consultation of external stakeholders; and
- ii** evidence is provided of the contributions of stakeholders to new programmes.

5.1.2.2 External Programme Review

Other than statutory and professional bodies, the University shall, after every five years, appoint a Panel of external experts to carry out institutional audits and programme reviews. External review of academic programmes shall be done by statutory bodies and professional bodies such as ZIMCHE where applicable. The mechanisms for such reviews shall be as per the mandatory requirements of each body.

5.1.2.3 External Examining

The University embraces external examining as a tool to enhance the quality of its programmes and assessment of students. The University shall engage External Examiners to evaluate academic provision. The University shall have:

- i. Guidelines for external examination;
- ii. The Guidelines shall specify procedures for undergraduate programmes and graduate programmes (both coursework and research graduate programmes); and
- iii. The procedures shall be reviewed periodically but not less than once every four years.

5.1.3 Quality Assurance Mechanisms for Affiliate/Associate Institutions

The University has Affiliate/Associate institutions which award qualifications under the seal of the University. In pursuit of promoting high standards in its Affiliate/Associate institutions the University shall ensure that:

- i. each Affiliate/Associate institution has its own quality assurance framework;
- ii. the quality assurance framework meets set standards for operations in the Associate/Affiliate institution;
- iii. the quality assurance framework shall be part of the agreement between the University and the Affiliate/Associate institution;
- iv. a representative of the Affiliate/Associate institution shall sit in the QAC; and the representative shall bring matters of quality assurance in the Affiliate/Associate institution to the attention of the QAC.

5.1.4 Performance Indicators

The University shall use well-defined performance indicators to indicate and monitor performance in all its key functions. The University shall develop performance indicators.

6. IMPLEMENTATION STRATEGIES

The University shall use multiple strategies to ensure that the objectives of this Policy are achieved.

6.1 Frequent Communication

The University shall keep staff and students fully informed of all QA initiatives and developments through publications, newsletters and University website, and reports to Schools/Institutes and Senate. In addition the following strategies shall be employed:

- i** Associate/Affiliate institutions and Schools/Institutes may invite staff from the DQA to their meetings dealing with quality assurance matters when necessary;
- ii** The Vice Chancellor shall meet periodically with Deans and Heads of Departments/Units for the purpose of brainstorming, consideration of new ideas and sharing information related to quality assurance;
- iii** The University shall encourage Discussion Forums which provide informal opportunities to discuss quality assurance issues, and information arising thereof may feed into formal committee structures; and
- iv** At least one workshop shall be held each year for Deans, Directors and Heads of Departments/Units for the purpose of sharing information and formulation of strategies to meet future challenges.

6.2 Client Experience Surveys

Client satisfaction is a dimension of quality embedded in the fitness-for-purpose model. The University shall regularly and systematically organise client satisfaction surveys. Clients shall include students, staff, employers and the community. The aim of the surveys is to gather feedback on experiences with University services and provisions. In order to ensure systematic collection of information, the QAD shall:

- i.** develop appropriate tools for data collection;
- ii.** coordinate data collection activities and analysis of the results; and
- iii.** disseminate results to Units, and ensure that all Units will formulate and implement strategies to improve areas needing attention.

6.2.1 Student Experience Surveys

The surveys will provide students the opportunity to provide feedback on their experiences with the following:

- i. Individual courses and programmes as a whole;
- ii. Teaching and learning;
- iii. Industrial attachment; and
- iv. Provisions and services of all support Units.

6.2.2 Alumni Experience Surveys

Alumni surveys shall ordinarily focus on students within two to three years of graduation.

The purpose of alumni experience surveys shall be to collect information on:

- i. extent to which their studies at the University met their post-qualification needs; and
- ii. ways in which programmes can be made more relevant and responsive to a dynamic market.

6.2.3 Industry Experience Surveys

Industry experience surveys are ordinarily part of academic programme reviews held once every four years. Departments shall be expected to carry out employer experience surveys more frequently. Industry experience surveys shall provide feedback on the relevance of academic programmes, their ability to meet market needs and ways in which they can be improved.

6.2.4 Staff Experience Surveys

The University shall regularly conduct staff experience surveys for both academic and support staff. For academic staff, the general aim of these surveys shall be to collect information on:

- i. satisfaction with quality of teaching and learning;
- ii. satisfaction with support services; and
- iii. proposals for required interventions and improvement.

6.2.5 Satisfaction of the Community

The QAD, in conjunction with relevant Units shall periodically conduct surveys of various stakeholders in the community in order to measure their attitudes towards the University. The surveys shall aim to find out the following:

- i. Perceptions of the community about the relevance of the University;
- ii. General social acceptance of the University; and
- iii. Extent to which the University is meeting or addressing community needs and challenges.

6.3 Audits, Reviews and Accreditation

The QAD shall regularly arrange and coordinate academic audits, institutional audits, programme reviews and facilitate programme accreditation by ZIMCHE and professional bodies.

6.3.1 Academic Audits

The Quality Assurance Committee shall have oversight of academic audits. The QAC shall set up a Committee of auditors who will carry out academic audits. The Committee of auditors shall be made up of senior academics. Academic audits shall evaluate the following:

- i. Articulation of intended learning outcomes;
- ii. Design of programme curriculum;
- iii. Design of teaching and learning;
- iv. Student assessment;
- v. Benchmarking with good practice, and
- vi. Implementation of quality education.

6.3.2 Internal Programme Reviews

The internal programme reviews shall be as explained in section 5.1.1.5.

6.3.3 External Institutional Audits and Programme Reviews

Institutional audits shall focus on the structure and functioning of the University's administrative and governance organs. External academic review shall include evaluation of

programme inputs, processes and programme outputs and impact. These processes shall be guided by the following:

- i. Senate shall approve the processes and procedures for external institutional audits and academic reviews;
- ii. External institutional audits and programme reviews shall be done by a Panel of experts appointed by the University;
- iii. The Panel shall act on the basis of specific terms of reference prepared by the DQA;
- iv. Procedures for External Academic Review will include but not limited to; review of documents, observations, and interviews with staff, students and management, and site visits; and
- v. The DQA shall coordinate external institutional audits and programme reviews.

6.3.4 Programme Accreditation

It is mandatory in Zimbabwe for all academic programmes in Higher Education to be accredited by ZIMCHE and professional bodies where applicable. To this end, the University shall ensure that all its academic programmes are accredited by qualified, legal and competent agencies. The QAD shall:

- i. cause all academic units to prepare an application portfolio based on the requirements of the accrediting agency;
- ii. supervise the application process; and
- iii. receive results of the application and pass them to the concerned Units

7. POLICY REVIEW

This Quality Assurance Policy shall be reviewed periodically to ensure adequacy and relevancy to all University quality assurance interventions in academic provision. The Policy shall be reviewed at least every four years or more frequently if the need arises.