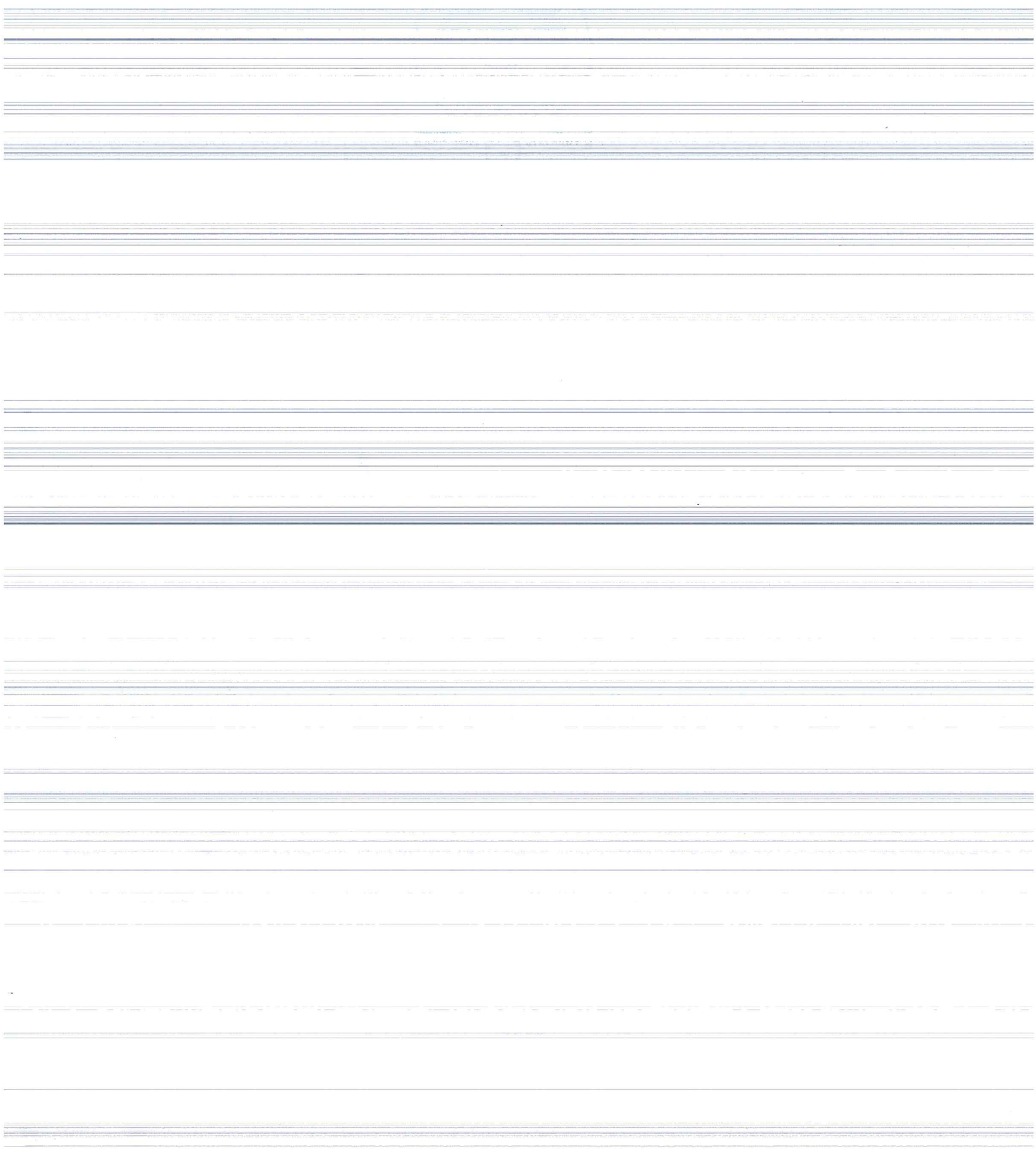




INTERNAL ACADEMIC QUALITY ASSURANCE POLICY

2020

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UNIVERSITY VISION AND MISSION

Vision

The University of Excellence in Discovery and Dissemination of Knowledge

Mission

To discover, harness, apply, disseminate and preserve knowledge for good of humanity

QUALITY STATEMENT

Maseno University is committed to quality through teaching, research and development, providing timely services to foster and develop academic excellence in basic and applied research at all levels of study by training practice oriented manpower, who can contribute effectively to social, intellectual and academic development.

The University is internally engaged with its employees, to continually improve its services, products, processes, methods, and work environment to ensure each customer is receiving the highest quality service or product at the committed cost and on time. It is committed to quality through teaching, research and development; providing on time services to foster and develop academic excellence in basic and applied research at all levels of study by training practice oriented manpower, who can contribute effectively to social, intellectual and academic development in the community, nation and community of nations. The University is committed to communicating exhaustively with its customers, and internally with its employees, to continually improve its services, products, processes, methods, and work environment to ensure each customer is receiving highest quality service or product at committed cost and on time.

In order to realize this commitment, the University Management will monitor and review its quality performance from time to time through implementation of an effective quality management system based on ISO 9001:2015 standard.

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CORE VALUES OF THE UNIVERSITY

- **Relevance**
The University is committed to ensuring relevance in its programs and activities
- **Excellence**
Excellence shall be targeted in outputs of the university
- **Equity**
The University shall ensure that there is equity in all the opportunities within its jurisdiction
- **Quality**
All outputs and processes of the University shall ensure that quality is maintained
- **Integrity**
The University shall ensure integrity in all their undertaking

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FOREWORD

This policy specifies the University's approach to quality assurance and continuous improvement as well as its principles, features, structures and standards. The University wishes to assure quality teaching, learning, research, research training and service delivery through a regular review and improvement process.

MSU is a dynamic community of students, scholars and staff committed to performing at the highest standards. The University's aim is to provide a stimulating and innovative environment for teaching, learning, research and research training. Its approach to quality assurance and continuous improvement is to learn from best practice, locally and internationally, and benchmark against leading research universities.



Prof Julius Omondi Nyabundi PhD, OGW
VICE-CHANCELLOR

APPROVAL AND COMMENCEMENT

This policy shall be known as Maseno University Internal Quality Assurance Policy herein after also referred to as Policy No MSU/ADM/PO/007 and shall take effect on approval by Council.

In exercise of the powers conferred by section 23(1) and section 35(1)(a)(iii) of the Universities Act, Section 19(2)(q) of the Charter for Maseno University 2013 and Schedule I (1.2)(q) of the Maseno University Statutes, Maseno University Council certifies that this policy has been made in accordance with all relevant legislations.

Dated the 13th.....day of April.....2020

Signed Abdullah Said.....

Prof. Abdullah Naji Said
CHAIRMAN, MASENO UNIVERSITY COUNCIL

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This policy was written and produced by Maseno University
Private Bag 40105 Maseno, Kenya
Telephone: +254- 3516201/722203411
Email: vc@maseno.ac.ke
www.maseno.ac.ke

1.0 PREAMBLE

At Maseno University, quality teaching, research, outreach services are assured both by internal and external vetting and monitoring mechanisms. For example, there are already established systems and regulations to monitor examination setting, moderation and reporting. Teaching departments also engage external examiners to moderate examinations. The senate also approves courses only after rigorous vetting and enrichment processes involving departmental, Faculty and Deans' committees have been undertaken. The need for setting up and maintaining an internal quality assurance system and policy guidelines for a vibrant Maseno university cannot be gain said. With the increasing demands for education, competition amongst related service providers and the need to keep updated with new developments in academia, it thus becomes necessary for a university to systematically and effectively address quality policy issues over and above routine monitoring procedures. This would in the long run enhance Maseno University's effectiveness in its core businesses of teaching learning, research, and community engagements and also enable it satisfy stakeholder requirements and expectancies. The primary purpose of Internal Quality Assurance Policy (herein referred to IQA) would be to enhance service delivery effectiveness at Maseno University by setting up Internal Quality Assurance Systems, structures and conditions necessary for maintenance of academic standards and service provision.

2.0 ABBREVIATIONS

QA Quality Assurance

DQAPM Director Quality Assurance and Performance Management

IQA Internal Quality Assurance

EQA External Quality Assurance (EQA)

QAP Quality Assurance Policy (QAP)

PDCA Plan- Do- Check- Act

3.0 DEFINITIONS OF TERMS

For purposes of this policy, unless otherwise stated, the following definitions shall apply:

Quality: Quality in higher education is perceived as consisting of conformity to specified standards, adaptability and continuous improvement; it is also a synthesis of a wide range of activities aimed at guaranteeing compliance to stakeholder and statutory requirements.

Quality Assurance: how an institution guarantees compliance to quality standards.

Accreditation: the process by which a government or a quality assurance agency evaluates the quality of a higher education institution as a whole or a specific educational program to formally recognize it as having met certain predetermined criteria or standards.

Quality Audit: quality assessment carried out either by an internal or external body to ensure that institutional or program quality assurance procedures are maintained

Quality Assurance Policy: a definite and systematic course of action or method selected from among several alternatives in light of current or given conditions to determine present and future conformity to specified standards, decisions and directions.

Plan-Do-Check-Act: a four step management method for controls and continual improvement of processes within the University.

4.0 QUALITY POLICY STATEMENT

Maseno University's quality policy statement suggests that it is committed to teaching, research and development. All these are tailored towards meeting stakeholder needs and achievement of excellent service provision. To attain the stated quality policy, the university endeavors to provide on time services aimed at fostering and nurturing academic excellence in basic and applied research at all levels. Additionally, it also endeavors to produce practice oriented graduates who can contribute effectively to social, intellectual and academic development of their respective communities. Exhaustive communication with customers and employees is also engrained as one of the stated commitment of the University to its customers. The university also acknowledges that in order to realize its legal and statutory requirements, there is need to constantly monitor and review its quality performance from time to time. At a committed cost, it will also strive to continuously improve its services, products, processes, methods and work environment through the implementation of an effective quality management system.

5.0 OBJECTIVES

- 5.1 To utilize university mission statement, vision, mission, management approach, organizational structure and functions to foster and develop academic excellence
- 5.2 To assure the maintenance of quality teaching, learning, research, community outreach and service provision.
- 5.3 To create awareness on the need for quality within the university
- 5.4 To avail complete and practical quality assurance information to personnel tasked with supportive, teaching and management responsibilities.
- 5.5 To provide written information on university quality policies and procedures that can guarantee continuous provision of quality service.
- 5.6 To increase individual responsibilities by providing effective management and coordination of efforts
- 5.7 To avoid duplication of roles and increasing clarity and consistency in service provision.
- 5.8 To develop monitoring and evaluation guidelines that can safeguard academic and service standards.

6.0 GUIDING PRINCIPLES

It is important to acknowledge that:

- 6.1 Maintenance of Quality standards is a collective effort that requires collective involvement and commitment of both the management, members of Maseno university community and stakeholders.
- 6.2 The quality principles shall be based on the Quality manual, Strategic Plan, accreditation requirements, and desire to meet stakeholder needs and initiatives of external quality agencies such as Inter University Council of East Africa and International Organization of Standards (ISO).
- 6.3 The Maseno Quality Manual shall act as the central source of policy issues, procedures and regulatory framework.
- 6.4 Development of promising quality practices is a function of numerous, timely and regular reviews, monitoring and evaluation processes.
- 6.5 The evaluation and monitoring mechanisms shall reflect principles of rigorous reviews by both internal and external auditors.

7.0 SCOPE

The quality policy applies to:

- 7.1 All Learning centers, Institutes, Faculties, Schools, Campuses and Constituent colleges of Maseno University
- 7.2 Quality of Staff, students' assessments, resources and facilities, research and extension services
- 7.3 Academic programs, courses and services offered by Maseno University and its constituent colleges or collaborating institutions.

8.0 INTERNAL QUALITY ASSURANCE MECHANISMS

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

- 8.1 Teaching, Learning and Infrastructure resources
- 8.2 Quality of programs, courses and curricular aspects
- 8.3 Research and Consultancy services

- 8.4 Students' retention, academic progression and support services
- 8.5 Quality Administration, Management Structures and Procedures
- 8.6 Curriculum and Course Evaluations
- 8.7 Customer communication and feedback
- 8.8 Community Outreach, partnerships and collaborations
- 8.9 Open, Distance and E-Learning
- 8.10 Quality of Internal and External Assessments/Examinations
- 8.11 Evaluation and Monitoring instruments
- 8.12 Quality of resources and facilities
- 8.13 Quality of support services

9.0 STANDARDS OF QUALITY ASSURANCE

- 9.1 **Teaching-Learning and Infrastructure aspects:** The scope shall include academic quality concerns such as programs, lecture hours, exam time; academic and support staff quality; levels of academic support availed; infrastructural resources; student profiles and enrolment; teaching/learning; setting, moderating, conducting, marking, processing and declaration of exams; external examiners; staff development; students' evaluations; academic output and stakeholder satisfaction
- 9.2 The specific quality assurance strategies adopted under Teaching-Learning infrastructure aspects shall incorporate the following principles:
- 9.3 The University senate has the overall responsibility on quality control especially in regard to maintaining and monitoring academic standards
- 9.3.1 The Quality Assurance Committee as a committee of Maseno University senate shall work with the management and other stakeholders to ensure that academic Integrity and Excellence is guaranteed, and resources meant for each program (e.g. lecture halls, classrooms, libraries, office space) will culminate in the provision of Quality services and excellence in academic service provision at Maseno University.

- 9.3.2 Assessment of quality of resources and facilities shall periodically be carried out to include measures of availability of lecture halls, seats, space, laboratory or practical facilities and equipment.
- 9.3.3 Continuous evaluations and consultation shall always be carried out with stakeholders that will likely culminate in the integration of knowledge, skills and procedures necessary for the maintenance of quality
- 9.3.4 All instructional processes leading to the award or part of award of Maseno University degrees delivered through conventional or non-conventional class structures (e.g. through E-Learning and Distance Learning) must meet stipulated university requirements and shall subject to constant monitoring and evaluations.
- 9.3.5 Advanced planning and auditing of resource availability shall ensure achievement of quality service provision
- 9.3.6 Teaching and support staff engaged in academic endeavors shall be qualified and competent enough to provide services that they are recruited to perform
- 9.3.7 For the sake of best practice, qualifications, competence and meritocracy shall be guiding principles in the staff recruitment, promotions and appointments of heads of academic and teaching departments
- 9.3.8 Part-time lecturers, new members of staff and those appointed to new positions shall formally be inducted to familiarize them with job occupancy roles and also as a method of guaranteeing quality
- 9.3.9 Academic staff members shall be required to keep abreast with developments in their respective fields through refresher courses or capacity building and further training.
- 9.3.10 The university shall develop policies that can guarantee retention of highly skilled staff.
- 9.3.11 Part-time lecturers shall only be engaged after thorough scrutiny, effective need assessment, students' numbers, ratio of full-time to part-time ratios and workload distribution have been determined.
- 9.3.12 Teaching methodology and ICT courses shall be offered regularly to all staff engaged in didactic process.

9.3.13 Assessment of quality of support services provided to departments/faculties/schools/Institutes and documentation procedures shall always be carried out to determine their relevance to quality service provision.

9.4 Curriculum And Course Evaluations

9.4.1 All academic programs shall follow the specified work procedures in the Maseno University quality manual and be in tandem with University regulations.

9.4.2 All programs shall be well designed, regularly monitored and reviewed periodically to determine whether they are current, relevant and meet the stipulated university requirements based on procedures for curriculum development and review (Refer to Document number MSU/ASA/OP/01).

9.4.3 There shall be periodic review and evaluation of courses and programs (e.g. after every cycle when a group enrolled at first year graduates) based on university guidelines and procedures

9.4.4 Respective schools and departments shall ensure that their programs are continuously updated, elements of study are clearly specified, and their course descriptions specify content and teaching-learning methods, and also that they have clear schedules of teaching, intended learning outcomes and assessment methods.

9.4.5 All new programs shall similarly undergo university quality vetting process as stipulated in the regulatory requirements

9.4.6 Monitoring reports on each course shall be availed at least after the end of each academic cohort year as a method to ensure continued academic relevance and in reference to continued suitability, adequacy and effectiveness, advances in knowledge, stakeholder demands and market forces.

9.4.7 The report of all academic program reviews shall include opportunities for improvements and required changes to quality management systems.

9.4.8 Human and infrastructural resource assessments shall periodically be carried out to determine their adequacy and suitability.

9.4.9 Academic reviews, audits and surveys shall periodically be carried out to determine teaching standards and adequacy of learning processes adopted

9.5 Students' Evaluations

- 9.5.1 Students as the main stakeholders in the university education will at the end of every semester be involved in evaluating the quality of teaching and learning, and suitability of facilities and resources.
- 9.5.2 Outcomes of students' evaluations shall be used to improve the quality of teaching and learning

9.6 Internal and External Examination

- 9.6.1 A devolved departmentally based system of quality assurance shall be developed to monitor the quality of examinations and all other services provided.
- 9.6.2 At the departmental level, setting, moderating, administration and processing of internal examinations shall strictly adhere to work procedures as contained in the University Quality manual (Refer to Document Number MSU/ASA/ACA/OP/01; Procedure for Management of Examinations), and Common University Rules and Regulations governing examinations.
- 9.6.3 When setting examinations, care shall always be taken to cover the syllabus.
- 9.6.4 Examinations shall be moderated at the departmental level and evidence to that effect adduced through production of minutes of the departmental meeting.
- 9.6.5 Deadlines for submission of exams marked shall be established at the beginning of term dates to avoid last minute rush.
- 9.6.6 Marked scripts submitted to the departmental examination officers shall be accompanied by the following:
- Course outline
 - Typed marking scheme showing the allocation of marks
 - Copies of Continuous Assessments Tests and individual mark sheets with all the fields including course code, name and program filled in.
 - Copy of attendance list for both the CAT and final examination.
 - Copy of invigilation form.
 - Copy of question papers.

- Analysis of marks showing number of failures, passes, means, standard deviations.
- Marked scripts arranged in order of registration and arranged in an ascending order.
- Scripts inventory form duly signed by the concerned internal examiner showing lecturer's name, signature, number of scripts taken out and returned and any required investigations.

9.6.7 Detailed guidelines on follow up actions and monitoring process shall always be established and reviewed to increase the effectiveness of internal and external examination process

9.6.8 Heads of departments shall always ensure that in order to be considered for appointment, external examiners need be experienced persons of seniority with relevant expertise in their respective fields and should not hold more than two external examination posts.

9.6.9 The performance of external examiners shall be reviewed annually as a quality assurance strategy.

9.6.10 External examiners whose performances are found wanting shall have their services terminated.

9.6.11 Some of the possible reasons for termination of services shall include the following:

- Failure to provide comprehensive report within the specified time
- Change of duties or possible conflicts that could impede objectivity

9.7 Research and Innovations

9.7.1 The University acknowledges that to fulfill its regulatory and accreditation requirements, and also to enhance its academic visibility, it shall fully strengthen research and innovation in all the academic programs, and also encourage staff and students to get actively involved in research, innovations and consultancy services.

9.7.2 All the innovations and research activities undertaken on behalf or within Maseno University shall be conducted in accordance with best practice that can guarantee high value of research output.

9.7.3 Members of the University involved in research and innovation services shall give assurance that all the techniques and systems used follows approved research ethical considerations and regulatory requirements.

9.7.4 In all research and innovation endeavors carried out on behalf or within the university, care shall always be taken to ensure that those involved in research have the skills and competence that can guarantee quality.

9.7.5 Facilities and instruments used for research shall be in good working conditions, constantly calibrated, safe and appropriate for the conduct of research.

9.7.6 The university, through the Quality Assurance Directorate and specialist agencies (e.g. peer reviewers) shall always monitor research process and output through constant reviews of policies and output to ensure that research quality is maintained and not compromised.

9.7.7 The university shall periodically organize research capacity building workshops for staff and students.

9.8 Quality of Academic staff

The success of academic programs depends on the quality of teaching staff. Consequently, the teaching staff shall have the following characteristics:

9.8.1 Competent and qualified

9.8.2 Staff hiring shall always be done through recruitment procedures with minimum competency requirements

9.8.3 The staff taken on permanent employment shall have several development opportunities to increase their competencies.

9.8.4 There shall be clear and non-partisan appraisal policies and systems as a method of reinforcing qualitative staff.

9.8.5 The promotion criteria shall be clear and beyond reproach.

- 9.8.6 The size of staff and teaching load shall be commensurate with students' numbers to avoid work overload that could compromise quality of services provided.
- 9.8.7 The number of full-time shall always be above those employed on part-time basis.
- 9.8.8 There shall be clearly formulated staff management structures and induction programs where new staff is initiated into quality assurance maintenance and work procedures.

9.9 Academic Progression Support services and Students' Retention

- 9.9.1 While the number of students enrolled into any program shall take cognizance of gender balance, equity, commission for higher education regulatory requirements on students' sustainability, staff-student ratio and infrastructural space, actual numbers admitted shall always be based on merit
- 9.9.2 Students' retention and cohort wastage rates shall always be monitored to determine academic productivity.
- 9.9.3 Introductory meetings shall be convened for all new students during the first week of reporting or when it is reasonably practical to acquaint them on expectancies, course or module choices, progression or degree award regulations.
- 9.9.4 There shall be adequate number of support staff to complement the services provided by the teaching staff.

10.0 ROLES AND RESPONSIBILITIES

The University Management, Principals of Schools, Deans, Directors, Institutes, Colleges, learning centers, Heads of academic and support services departments, academic and non-academic staff, students and all other stakeholders will all have roles and responsibilities as stated in MSU statutes 2013.

11.0 Directorate of Quality Assurance and Performance Management

- 11.1 A Directorate of Quality Assurance and Performance Management shall be constituted to promote the highest standards in, and quality of teaching and research.

- 11.2 The vision of Quality Assurance directorate shall be to become a dependable supporter and guarantor of quality service provision by all academic and non-academic segments of the university.
- 11.3 Its' mission shall be to promote the development of promising quality practices through timely review and monitoring and evaluation of Maseno University's Academic programs and service provision.
- 11.4 The basic function of the Directorate of Quality Assurance and Performance Management shall be to:
- 11.4.1 To develop and oversee the application of standards for the validation/verification and review of teaching, research and outreach programmes.
- 11.4.2 To develop and regularly review quality standards and guidelines for performance management.
- 11.4.3 To promote the development of promising quality practices through timely review, monitoring and evaluation of quality programs and processes.
- 11.4.4 To liaise with external agencies in evaluating quality procedures and adherence to university quality assurance expectancies.
- 11.4.5 To organize for internal and external quality audits.
- 11.4.6 The directorate shall be headed by a Director Quality Assurance and Performance Management (DQAPM).
- 11.5 The specific responsibility and authority of the Director Quality Assurance and Performance Management (DQAPM) will include:
- 11.5.1 He/she shall oversee coordination and management of quality assurance and related programs within the University.
- 11.5.2 He/she shall assume overall responsibility for the coordination of periodic quality assurance sensitization programs.
- 11.5.3 He/she shall monitor quality control activities and determine conformance with established policies, customer or regulatory requirements.
- 11.5.4 He/she shall make performance quarterly reports on quality assurance procedures and attainments to the University administration.

11.5.5 To provide periodic technical reports and advice to the other University organs/officers on quality matters.

11.5.6 To develop annual work plans and budget for Quality Assurance Directorate.

11.6 The Quality Management Structure

11.6.1 The management structure shall comprise of Quality Assurance and Performance Management Directorate and two decision making organs consisting of an implementation and Steering committee.

11.6.2 The Implementation committees shall be created and maintained at the Directorate and at the departments to coordinate quality assurance implementation activities.

11.6.3 The Implementation Committee shall comprise of three organs consisting of a). An Oversight or an Advisory board of representatives; b). Training and Research and c). Quality Control and Evaluation Unit

11.7 The roles and authority of the Oversight or Advisory committee shall include the following:

11.7.1 Reviewing data from the Quality Control and Evaluation unit and from internal and external surveillance audits.

11.7.2 Identifying areas needing improvements across all departments.

11.7.3 Ensuring the full implementation of all quality policies.

11.7.4 Spearheading the continual quality improvements.

11.7.5 Prioritizing areas requiring Preventive and Corrective Action Plans.

11.7.6 Investigating potential problems and preventive actions.

11.7.7 Recommending Effective Corrective Action Plans (CAP) for adoption.

11.7.8 To liaise with the Management Representative, Departmental Quality Committees to implement, monitor and evaluate the impact of Corrective Action Plans

11.7.9 Recommending further Corrective Action Plans if the initial ones are ineffective

11.7.10 Reporting the impact of CAP to the Directorate of Quality Assurance and Performance Management for further actions.

11.8 The composition of the Oversight or Advisory committee shall consist of representatives selected from Academic, Finance, Administration, Estates, Health Services and Students' union and Welfare services.

11.9 The role of the Training and Research committee will be to:

11.9.1 Facilitate staff training

11.9.2 Identify quality training needs

11.9.3 Coordinate communication processes, training and capacity building programs related to quality assurance

11.9.4 To monitor quality assurance trends and then develop appropriate strategies for the University.

11.9.5 Oversee periodic student-staff and customer evaluations of quality policies.

11.9.6 To disseminate information on quarterly quality reports to the relevant organs and agencies.

11.9.7 To develop instruments for monitoring quality policies and programs.

11.10 The role of the Quality Monitoring and Evaluation Unit shall be to:

11.10.1 Periodically audit quality procedures within the University.

11.10.2 Provide necessary reports and documentation to Quality Assurance secretariat.

11.11 The Steering committee shall be overall decision-making organ of the Quality Assurance Board charged with the following functions:

11.11.1 To oversee the full implementation of quality policies

11.11.2 To receive and act on reports prepared by the Directorate of Quality Assurance and Performance Management and other quality agencies and committees.

11.11.3 To advice the Deans Committee, Senate and Vice-Chancellor on matters related to quality implementation.

11.12 The composition of the Steering committee shall consist of the following:

11.12.1 A chairperson who shall be selected from one of the Deputy Vice-chancellors

11.12.2 The University Management Representative

11.12.3 Director Quality Assurance and Performance Management (secretary to the board)

11.12.4 Two senior members of academic staff to be nominated by Faculty/School/Institutes/Constituent colleges

11.12.5 One representatives nominated by non-academic departments e.g. Finance, Estates and Health services

11.12.6 Two student representatives

12.0 Monitoring

12.1 Monitoring of the quality of Maseno university's core activities of teaching, research and outreach activities shall be carried out using students' evaluations, self-assessments, inter-collegial audits or peer reviews and internal and external surveillance audits aimed at evaluating student assessments, quality of academic staff and facilities.

12.2 The students' evaluations shall cover effectiveness of academic support and supervision, IT appropriateness and availability, suitability of teaching-learning resources, and quality of examinations and other services.

12.3 The Directorate of Quality Assurance and Performance Management in consultation with the Implementation and Steering committees shall periodically carry out regular critical self-assessments or self-evaluation at program and institutional levels using approved assessment tools to determine quality concepts including requirements of stakeholders, students' advice and support, staff competency, curriculum design, programs, courses, admission and selection procedures, assessment processes, academic resources and evaluation of teaching. Academic staff assessments shall determine human resource policy, recruitment procedures, staff development opportunities and effectiveness of appraisal systems.

12.4 Other assessment systems to be considered during the internal and external surveillance audits shall include guidelines and regulations pertaining to

students' enrolment, progress from one course, semester or year to another; feedback to students about their progress and required corrective measures; and maintenance of high quality research and postgraduate programs.

12.5 The overall responsibility for monitoring of the quality of assessment systems shall rest with the senate and related committees formed at the Directorate of Quality Assurance and Performance Management, departments/Faculties/Schools and Institutes.

12.6 The senate shall ensure that appropriate quality policies and procedures as stipulated in the university regulations promote best practice and are adhered to when selecting, admitting or assessing students at both undergraduate and postgraduate levels.

12.7 The Deans/Directors of respective schools and Institutes shall ensure that all the stipulated admission requirements and work procedures that have been approved by senate and other accrediting bodies shall be communicated to potential students, teaching and administrative staff

12.8 The Directorate of Quality Assurance and Performance Management, Heads of departments and Departmental Quality Assurance Committees shall ensure that all the results of assessments including examinations either geared towards grading or for diagnostic purposes are used for monitoring and recording students' progress.

12.9 The results of the self-evaluation process shall also be used to prevent non-occurrence of identified non-conformities (Refer to Procedures for Preventive Action; Document Number MSU/MR/OP/06), provide feedback to inform teaching and learning improvements by detecting weak points and strengthening the areas of excellence.

12.10 External evaluations by national and international academic community and standards organizations shall also be used to complement internal assessments and to add credibility to quality procedures adopted at Maseno University.

12.11 A continuous process of self analysis and periodic external evaluation of standards shall always be carried using procedures specified for audits (Document Number MSU/MR/OP/03).

12.12 All the parties involved in the evaluation processes shall be duty bound to comply with deadlines and schedules established for evaluations.

12.13 Electronic Learning (e-learning)

The University shall strive to increase access to University education by using both conventional methods and through Electronic learning (e-learning). In order to monitor and guarantee qualitative service delivery, the following will be adopted:

- 12.13.1 Developers of programs to be included in the e-learning programs should ensure that their courses are consistent with university wide regulations and strategic plans
- 12.13.2 The courses should be evaluated after every end of semester against planned objectives and senate approved courses.
- 12.13.3 A monitoring team constituted from the e-learning staff ranks, Directorate of Quality Assurance and Performance Management, Senate appointees and Faculties, Schools or Institutes' representatives will undertake regular monitoring of service delivery and also consider reports from all e-learning subject coordinators and teachers against planned activities.
- 12.13.4 The monitoring activities that the committee will consider quality appertaining to material effectiveness against planned activities, staff competency, students' progression, retention and completion rates; assignment completion and return rates; procedures for scripts marking and reporting of results; students' appeals; support for and communication with students; record keeping and monitoring strategies and appropriate quality standards maintenance.

12.14 Quality of Research Performance

One of Maseno University's stated quality policy is commitment to the development of basic and applied research. To determine the achievement of this stated policy, it is necessary that structures to monitor quality of research performance be put in place. This could be achieved through the establishment of a Research Monitoring Committee. It will consist of the following:

- Ten renowned and experienced researchers with at least five publications in refereed journals

- Members willing to look beyond their own disciplinary boundaries and interests of mother departments and faculties to effect required quality policies.

Members of the committee will be appointed by the Vice-Chancellor for a period of three years. Its mandate will include the following:

- 12.15 Evaluate quality of research processes and output carried out within or on behalf of Maseno University at regular intervals
- 12.16 To assess the strengths and weaknesses of research institutes, departments or Faculties involved in research with a view to making improvements.
- 12.17 Evaluate the scientific, communal and economic relevance of all research programs and activities within the university.
- 12.18 To assess the standards of supervision of theses and dissertations and teaching of research methodologies at graduate and postgraduate levels.
- 12.19 Evaluate the quality and potential of proposals regarding their innovativeness and also scientific, communal and economic relevance.
- 12.20 To develop and implement performance indicators for qualitative academic research (e.g. scientific and social relevance)
- 12.21 To develop quality improvement strategies that could help enhance Maseno University's visibility and research standings amongst its academic peers.
- 12.22 To collect and collate information on the quality of University's research activities and productivity (e.g. number of publications, number of grants to staff and citation indexes).

13 Feedback from Stakeholders

- 13.2 The opinions of stakeholders including the labor market, alumni and students about the quality of performance shall be considered.
- 13.3 The labor market shall provide information on quality of graduates, their specific compliments and complaints.
- 13.4 The alumni shall also be regularly interviewed on their current designations, performances and opinions on opportunities for improvements.

- 13.5 Students' opinions, satisfactions, complaints and compliments shall be sought on the relevance and quality of courses and programs and how departments and service providers cope with their complaints.
- 13.6 As part of feedback monitoring strategy, quality evaluation strategies shall be conducted using professionally designed questionnaires, customer care survey organized by the Directorate of Public Relations.
- 13.7 Monitoring shall also be carried out by welcoming feedback using suggestion boxes, having complaints and compliments desk in every unit to monitor customer feedback and organizing for open days and workshops with stakeholders. Social media, interactive online suggestion platforms and by giving first time customers feedback cards to be filled will also be utilized.
- 13.8 Obtained feedback shall then be ranked according to required improvements and amount of benefits that will accrue.
- 13.9 Problems and compliments received shall be rectified as soon as possible or as specified in the service charters of the concerned department.
- 13.10 Follow up shall be taken up with the customers. If the problem has been rectified, the customer need be notified about the improvements made.
- 13.11 Other stakeholders shall also be notified about the improvements.
- 13.12 Feedback data from within shall be obtained from customer complaints, past records of claim resolutions and service records of failure and maintenance.
- 13.13 Feedback data shall also be sought from other competing service providers, research output from the Directorates of Quality Assurance and Performance Management and the Directorate of Public Relations.
- 13.14 A cyclic approach consisting of 'planning, doing and checking' shall always be used to make improvements on identified problems or complaints received.
- 13.15 During the planning stage, the Directorate of Public Relations shall develop a strategic plan addressing customer requirements, satisfaction and feedback process design.
- 13.16 Doing stage shall involve the administration of the plan and collection of data.

13.17 The checking stage shall involve analysis of stakeholder satisfaction, measurement of achievement of stated objectives against the strategic plan and identification of areas requiring further improvements.