NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

QUALITY MANAGEMENT POLICY

2023

1.0 Preamble

This Quality Management Policy provides guidelines for developing, nurturing and consolidating the institutional vision, mission, goals and aspirations articulated in the National University of Science and Technology (NUST) Act 1990, the Amendment of State Universities Statutes (ASUS) Act 2022, in the successive institutional Strategic Plans, and other operational blueprints on the purposes and functions of the University. It is premised on the conviction that the University is an agent and a promoter of its own growth, improvement and transformation, as well as of the communities it is a part of. The policy recognizes the central role of the university as that of developing effective human capital through enabling academic and administrative processes, and employing both conservative and innovative methods that embrace the spirit of continuous quality improvement through life-long learning at programme and institutional levels in keeping with the founding mandate of the University. The desired outcome of a quality focus is a happy environment where all members of the NUST community and stakeholders feel welcomed, accommodated and challenged to grow and thrive.

2.0 Purpose

The primary goal of the NUST Quality Management policy is the realization of high-quality academic and productive achievements, delivered by high quality staff, through a culture of progressiveness, and in an enabling environment. The university must seek excellence as it addresses the needs of people, the care for property, the development of effective processes, and adherence to agreed principles and practices, while seeking to promote effective delivery of goods and services to its various communities, its clients, stakeholders, supporters and sympathisers.

3.0 Scope

This policy applies to the entire institution, its structures and functions, and addresses the pursuit of a quality culture in the planning, implementation, monitoring and evaluation of all institutional activities as defined by the Institution's Management Team. The institutional activities shall be determined from time to time derived from the quality assurance standards developed and shared with external quality assurance agents such as the Zimbabwe Council for Higher Education (ZIMCHE), the Association of African Universities (AAU) among others.

4.0 Key Areas of application

The Quality Management Policy shall apply to the following cardinal domains of the university mission and business:

4.1 Teaching and learning, assessment, student support and empowerment
4.2 Research and intellectual engagement
4.3 Outreach, internationalisation, professional and social engagement
4.4 Innovation, creativity, entrepreneurship and productivity

4.5 Industrialisation, commercialisation and business development
4.6 The academic environment, facilities and resources
4.7 Services, products and operations

5.0 Interpretation and Implementation of the Policy

As a critical management tool, this policy shall be interpreted and administered by the Office of the Vice Chancellor, through the University Management Team, and assigned to any designated officers of the University for implementation at operational level. The Institutional Research and Quality Management (IRQM) Unit shall be the custodian, coordinator and facilitator of this policy.

6.0 Definition of key Terms

Internal quality assurance (IQA)

The integrated system consisting of people, policies, processes and practices used by an institution to manage and strengthen the quality of its delivery of academic and associated functions, as determined by its vision, mission and strategic goals.

Quality audit

The integral portion of quality management that examines and evaluates processes, products and accompanying documents in an institution and is carried out by a competent individual or team.

Quality assurance

The proactive implementation of strategies meant to maintain a culture of high standards by the university management team

Quality control

The prescription and enforcement of measures by the University Management Team to ensure high standards in the performance of duties and the delivery of goods and services by the institution

Quality enhancement

Plans and activities to promote improvements and high level stability in the functions and outputs of the institution

Quality management

The collective planning, implementation of processes, the monitoring and evaluation of all academic and allied functions of the University to ensure high standards to the satisfaction of all stakeholders.

Standards

Mutually agreed statements that serve as a reference for measuring and judging the levels of performance or products in a given context.

University

The National University of Science and Technology (unless stated otherwise)

University Management Team

Members of the University leadership comprising the Vice Chancellor, Pro Vice Chancellors, Senior Officers, heads of departments and sections, acting collectively or individually in pursuit of improved academic and working environments.

7.0 Commitment to Institutional Quality Management

All members of the NUST community shall be expected to play their part in the initiative and the drive for effective and efficient performance and deliverance of services and products. Individual members shall abide by agreed standards for quality enhancement in their units and sections. Departments, schools, faculties, institutes, centres, sections, and units shall be coordinated by designated Heads, who ultimately report to the office of the Vice Chancellor by means of policies,

regulations, guidelines, quality control procedures and other proclamations. Office-holders, general staff and students shall be expected to commit themselves to the following basic principles of the academic profession and the mission and vision of the university:

7.1 academic integrity and intellectual freedom

7.2 vigilance against academic fraud and dishonesty

7.3 impartiality and fairness, tolerance and non-discrimination

7.4 smooth association with external stakeholders and partners

7.5 continuous improvement towards world-class status and excellence

8.0 Quality Management Committee

8.1 Functions

There shall be established in the University, a Quality Management Committee (QMC) of Senate, whose key functions shall be:

8.1.1 to identify institutional quality needs and deficiencies, and to develop internal quality assurance (IQA) plans for the University, periodically and annually, in line with the University Strategic Plan.

8.1.2 to receive, analyse and make recommendations on internal quality assurance reports and other communication (internal and external) concerning the university and/or its units and individual members.

8.1.3 to monitor performance and participation by all in the Quality Assurance functions of all the University units and departments.

8.1.4 develop continual professional development programmes to enhance university members' professional conduct and competence

8.1.5 to develop policies and protocols for use by staff in administering the Internal Quality Assurance plans

8.1.6 to develop, implement or revise standards of practice and quality control measures which may also include, as needed, the development of guidelines and policy statements.

8.2 Composition

The composition of the Committee shall be as follows:

- Vice Chancellor (Chair)
- Pro Vice Chancellors (2)
- Registrar
- Director Institutional Research and Quality Management
- Director Research and Internationalisation Office
- Academic Deans' Representatives (2)
- Dean of Students
- Other Directors Representatives (2)
- Quality Management Officer (Secretary)
- Student Representatives (2)
- Other members (2)   – one representative of Chairpersons of Departments
                        - one representative of the senior administrative staff

Representatives shall be nominated and elected by Senate, and shall hold office for a maximum of two years after which they shall be replaced by rotation.

8.3 Committee Meetings

The committee shall meet at least twice a year and minutes of meetings shall be presented to Senate.

9.0 Quality management processes

The university will ensure that the processes mentioned below are effected and recorded, and that reports will be disseminated to all members and to university authorities.

9.1 Self-evaluation

At institutional and at operational levels, measures will be put in place for self-assessment in various standards of operation using the instruments and measures provided for this purpose.

9.2 Peer evaluation

Wherever possible, individuals and departments should seek to be assessed and evaluated by competent peers for the purpose of improvement, benchmarking and sharing good practice.

9.3 External evaluation

The institution and its departments will be expected to respond to the requirements of external evaluation or academic quality audits carried out by legal and qualified entities such as the Zimbabwe Council for Higher Education (ZIMCHE), the Ministry and other international organisations.

10.0   Roles and Responsibilities

The major contributors to the university's routine operational business are the University Management, the staff and students. In addition to adhering to the University vision, mission and core values, below are some of the expected roles and responsibilities of each contributor in the quest for quality enhancement in the university.

10.1 University Management

University managers at different levels are expected to:

- maintain oversight on all aspects of quality assurance in the planning, implementation, monitoring and evaluation of programmes

- facilitate the success of programme development and accreditation
- initiate self-evaluation exercises in their units
- create and maintain records of IQA activities and outcomes
- integrate quality in recruitment, deployment and training of staff
- search for and share examples of top quality practice
- develop a defined quality culture in their units

10.2 Staff

Both teaching and non-teaching staff have roles in the creation and building of an institutional quality culture such as the following:
- To participate in all programmes assigned and shared by their supervisors and by university management
- To respond accurately to surveys, evaluation instruments and quality audits
- To give timely and sufficient feedback to student and client queries and submissions
- To raise ideas and proposals for improvement through their departmental fora
- To actively support student efforts in pursuance of quality achievement

10.3 Students

Students are expected to take responsibility for influencing the quality of their learning experiences at NUST, shaping their academic careers and taking ownership of their welfare through various means which include, but are not limited to, the following:
- Regularly communicate both their satisfaction and concerns to management through the provided channels.
- Respond timeously and honestly to surveys, evaluation instruments, interviews, conversations, discussions and quality audits as required from time to time by the institution.
- Exhibit behaviours expected of empowered learners in a learning organisation, compliant with university statutes and regulations.
- Contribute to the improvement of the university experiences for all, through being information providers, actors, change experts, and partners with staff and university management in working towards achieving a world-class status for the university.

11.0 Review of the Quality Management Policy

This Policy shall be reviewed every five years to coincide with the development of the institutional five-year strategic plans. However, in between such reviews, the Quality Management Committee shall process proposals for the policy's review at the instance of any staff or student member of the University, through their departments, faculties or sections. All revisions to the policy shall be endorsed by the University Senate.

12.0 Conclusion

This policy is not exhaustive. It shall complement and not contradict any other policies, guidelines, regulations and statutes of the University.