



Kampala International University, Uganda

OPERATIONAL GUIDELINE FROM ADMISSION TO GRADUATION (AND EVERYTHING IN-BETWEEN)

2024

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Preamble

This Operational Guideline outlines the standard operating procedures for Kampala International University, aiming to ensure consistency, efficiency, and excellence in our processes and services. These guidelines are designed to provide a framework for effective service delivery, promoting a culture of quality, accountability, and continuous improvement. This document is a living guide, subject to regular review and updates, and serves as a foundation for our collective efforts to excel in our operations as an institution of higher learning.

Students’ Admission and Registration

Admission and Clearance Process

- i. The advertisement for admission into KIU shall run all year round.
- ii. Different formats shall be used for advertisement including, but not limited to: the university website, fliers, print and electronic media (TV, radio, newspapers), career talks in secondary schools, through the university marketers, etc.
- iii. The advertisement shall detail the different courses and programmes on offer at the university, the duration, cost, admission requirements, mode(s) of applications, etc.
- iv. There shall be a central admission committee with representation from the schools and colleges.
- v. Applicants shall have the option of obtaining application forms either online or physically and shall pay an application fee.

- vi. KIU shall have an application portal where all processes take place.
- vii. For applicants who obtained online application forms, a login detail shall be generated for them, and they shall log in to complete their forms and supply all necessary details.
- viii. For applicants in rural areas and all who may not have access to internet services, physical forms shall be collected, completed, and submitted to the admission office. The admission office shall transfer the forms to the application portal by creating profiles for such applicants and filling in the information on the forms.
- ix. Details of previous results and credentials are to be supplied on the admission portal for the admission process.
- x. Applicants shall follow all the application guidelines and procedures as advertised.
- xi. The admission committee shall review the submissions and make a decision on the candidates based on the documented admission requirement for each course, the minimum requirements stipulated by relevant professional councils and relevant academic policies of KIU.
- xii. Successful candidates shall be offered provisional admission and the status of such candidates shall be reflected on their portal.
- xiii. Those who will not have been admitted shall be advised accordingly.
- xiv. Admitted candidates shall upload copies of the official transcripts and certificates from previous schools for verification and to confirm the admission.
- xv. The clearance status of verified candidates shall be updated on the candidate's portal.
- xvi. Cleared candidates shall then proceed to the department (online) for academic clearance through their students' portals.
- xvii. Departmental clearance shall verify that admitted candidates are qualified for the particular programme they are admitted for. When candidates are found to be unqualified and not registrable for the particular courses, they shall be referred to the admission office who will facilitate their transfer to other programmes.

Registration of New Intakes

- i. Registration shall take place at the departmental level in the first week of resumption and shall be online.
- ii. Departmental clearance and course registration shall be coordinated at the departmental level by the Academic Adviser who advises the students on all academic matters.
- iii. After interacting with Academic Advisers, students shall register for courses on the portal and print out the course registration form which shall be taken to the Academic Adviser for his/her signature.
- iv. Students who have registered for courses shall proceed to make payments directly through their portal.
- v. The payment status of the students shall reflect on their portal.

- vi. Fully paid students should proceed to print out their payment receipts and examination (clearance) card. All these documents should carry the passport photographs of the students.
- vii. Each student shall submit a file to the Academic Adviser, and this file shall contain photocopies of the admission letter, qualifications, course registration form and clearance/exam card, and other things as may be requested by the department.
- viii. Students who come from non-English speaking countries and without prior proven English proficiency, shall go through a period of language immersion and proficiency training for a minimum of 6 months, which will run concurrently with their normal programmes. Certificates of English proficiency shall be awarded at the end of the training. This training shall be coordinated by the College of Education, Open and Distance Learning (CEODL).
- ix. Remedial programme shall be organised for students with very poor academic background (e.g. those with P7, etc. who have upgraded at different levels) and who find it difficult to comprehend instructions at the university level. This is to help integrate them into the university learning environment and to update their knowledge so that they can cope with the programmes for which they have been admitted.

Registration of Returning Students

- i. Status of returning students shall be updated on their portal to reflect their “movement” to a higher year/semester.
- ii. Registration of courses shall take place within the first two weeks of resumption in accordance with KIU procedure on registration.
- iii. Returning students shall log in to their portal to view their status and thereafter proceed to register for courses as advised by their Academic Advisers.
- iv. The Academic Advisers shall be available and accessible to the students every day throughout the period of registration, after which they shall set up “office hours” when students can see them.
- v. Registered students shall proceed to make payments online and print out the payment receipt and the course registration form.
- vi. Students shall submit copies of all their course registration form and payment receipts to their Academic Advisers.

Orientation of New Students

The goal of orientation is to help new students feel welcome, prepared, and connected to the university community, setting them up for a successful academic journey. Orientation of new students shall take place between the first and second week of resumption. This shall be coordinated by the office of the Dean of students in collaboration with other relevant departments, units, and directorates.

Orientation activities shall include the following:

- i. Welcome session: Introduction to the university, its history, and values. This will be in form of speeches and talks from the VC, Deans, HODs and other designated people.
- ii. Campus tour: Guided tour of the campus, including facilities and amenities, lecture halls, libraries, student centers, and residence halls/ hostels.
- iii. Academic advising: Meetings and sessions with advisors to discuss course selection and academic goals.
- iv. Registration assistance: Help with registering for classes and understanding course schedules.
- v. Student life overview: Information about student organizations, clubs, and extracurricular activities.
- vi. Support services introduction: Presentation on available resources, such as counseling, academic support, and career services.
- vii. Social activities: Social events to help new students meet fellow students and staff and build connections with their peers.
- viii. Faculty meet-and-greet: Opportunity to meet with lecturers from their department or program.
- ix. Information sessions: Workshops on topics like time management, stress management, cultural diversity, study skills, and academic integrity.
- x. Technology Training: Provide training sessions on how to use university technology, including the learning management system, email, and library databases.
- xi. Campus resource fair: Showcase of campus resources, such as libraries, technology services, sporting and recreational activities, and health services.

Timetabling

An effective use of time and space, proper scheduling of lectures and examinations will result in productivity and effectiveness.

- i. There shall be a central timetable committee with representatives from every College and School.
- ii. All courses and the credit loads, teaching hours, practical, clinical, tutorial hours, etc., shall be submitted to the committee through the School/College representatives and these shall be factored into the lecture timetable.
- iii. Lectures shall not be planned for 3 hours at a stretch for any course except if it is a practical course.
- iv. A 3-hour course shall be split into two: 2 hours on one day and 1 hour on another. This will ensure that both lecturer and students are not fatigued and are able to maintain and sustain their attention span for effective teaching and learning. Another advantage of this is that if holiday happen to fall on any particular day, the entire weekly schedule for that course will not be lost.
- v. For examinations, courses which have large number of students shall be scheduled early in the examination. This will ensure that the affected lecturers have longer time to mark, and they are able to do quality work during the marking process.

Teaching

Teaching is one of the primary activities of any university and is an integral part of the quality assurance process of KIU. All academic staff are expected to be involved in teaching, research and community engagements. Depending on rank, hours allocated to each duty may vary.

- i. Lectures shall commence immediately upon resumption in line with KIU practice.
- ii. Lecturers shall deliver lectures during the approved assigned lecture periods on the timetable and where there are changes, these shall be promptly communicated to the HOD, Quality Assurance committee (through the departmental or school/college representative) and the Quality Assurance Directorate.
- iii. Lecturers shall teach for a minimum of 80 % of the lecture periods while other activities such as class discussions, presentations, group works, field trips, etc., shall make up for the remaining 20 %. Students shall have at least 75 % attendance in class. Lecturers shall deliver state-of-the-art quality content as outlined in the curriculum. HoDs should make a periodic random assessment of the content being delivered by lecturers.
- iv. Co-teaching/ Team-teaching shall be utilized for all courses. This will promote proper mentoring of younger academics and ensure that at every point in time, there is a lecturer for every course. As much as practicable, senior academics shall be paired with younger academics in team-teaching.
- v. Lecturers should provide a customized course curriculum with well-defined and measurable learning outcomes that align with the approved course curriculum to the students at the beginning of the semester. The customized course curriculum shall be approved by the HOD, and copies shall be submitted to the Quality Assurance Directorate through the Departmental and School/ College QA Committee.
- vi. Lecturers shall keep course files for EACH of the courses they teach. The course files should contain, among other things, (a) customized timetable for the course, (b) the course curriculum (c) detailed learning outcomes and course plan that will cover the duration of the semester, (d) list of registered students for the course, (e) course material covering the course content, (f) assessments – quizzes, CAT, course work, assignments, examination, etc., (g) mark sheet for all assessments, etc. The course files should be kept in the department.
- vii. Lecturers shall keep an updated record of students' attendance for all their taught courses.
- viii. Students' attendance at lectures shall be encouraged by giving impromptu tests and quizzes from time to time.
- ix. To further improve the quality of teaching, HoDs, deans and QAC representatives shall, from time to time, visit lecturers during their lectures, take note of the methods and quality of teaching and give them feedback to help improve the quality of teaching.
- x. Teaching shall be interactive, and action based and shall encourage students' full participation.

- xi. The teaching hours allocated to a lecturer shall be such that lecturers are able to give adequate time for research, students' supervision, administrative duties and community engagement.
- xii. To make our students globally relevant and competitive, a mix of the traditional (face-to-face), and virtual teaching methods shall be practiced and communicated to the Quality assurance Committee/ Directorate for effective monitoring.
- xiii. Blended teaching shall be recommended for postgraduate courses and final year undergraduate courses, with about 30 - 40 % of online delivery and 60 – 70 % face-to-face delivery.
- xiv. Students shall provide an assessment of their learning experience (course / teaching evaluation form) for all the courses taken, at the end of each semester.
- xv. All academic staff shall provide feedback / fill an opinion survey at the end of every semester, to provide information on their teaching experiences and challenges during the semester, as well as areas for improvement.

Assessments and Examinations

The credibility and integrity of examinations goes a long way to determine the reputation of a university. The planning, conduct and coordination of examinations all contribute to the credibility of examinations.

- i. Assessments of learning shall be continuous and diverse – quizzes, assignments, class/course work, term papers, group work and team projects, oral presentations, etc.
- ii. Examination conduct and invigilation shall be coordinated at the departmental or College/ School level.
- iii. Internal moderation of examination questions shall be done by senior academics in each department. The moderation shall cover content coverage, mark distribution, time allocation, depth of questions, as well as grammar and formatting etc. This process shall be completed 4 weeks to the start of examination and the report submitted to the Quality Assurance Directorate through the departmental and school/ college QA representative.
- iv. All final year and postgraduate examination questions shall, in addition to internal moderation, go through external moderation by qualified academics from other reputable universities. This process shall be completed 2 weeks to the start of examination.
- v. Corrections pointed out by both the internal and external examiners shall be considered and effected before the production of the final examination papers.
- vi. No non-teaching staff and other unauthorized staff shall have access to examination questions before the examination.
- vii. Students with less than 75% attendance in any course shall not be allowed to take examinations in such courses but should be asked to retake the course (s) in its entirety, unless the student showed the reason(s) why s/he should be allowed to do the exam.

- viii. Examination rules and regulations shall be circulated to the KIU community – staff and students 1-2 weeks before the commencement of examinations.
- ix. Students shall come to the examination venues with printed copies of the course registration form and exam card (printed directly by the student after payment). The card shall have a security feature to prevent forgery.
- x. Students shall be checked into the venues with these documents and any student without the documents shall not be allowed into the examination venue.
- xi. All rules and regulations guiding the conduct of examinations shall be well communicated to students and staff before the commencement of any semester examination.
- xii. There shall be an adequate number of invigilators assigned to each examination with respect to the venue and students' population. No venue shall have less than 2 invigilators assigned.
- xiii. The departments/Colleges or Schools shall prepare an invigilation roster using the class size (number of students) and available venues to determine the number of required invigilators. This roster shall be adequately publicized and circulated to the invigilators and the Quality Assurance officers.
- xiv. Where an assigned invigilator will be unavoidably absent, there shall be an arrangement for a replacement so that there will be no shortfall of invigilators in the examination venue.
- xv. Examination monitoring shall be carried out by relevant oversight groups such as the QA Directorate, Academic Affairs and university monitoring teams and reports shall be provided at the end of the examination.
- xvi. CCTV cameras shall be installed in examination rooms, especially in large halls to aid evaluation of the conduct of examination.
- xvii. No electronic or metallic materials such as computers, phones etc., shall be allowed inside the examination hall by students.
- xviii. Students caught in examination malpractice shall be made to fill a form and after the exam, his or her examination papers should be submitted to the disciplinary committee together with the CCTV camera footage.

Processing of Results

- i. Marking of scripts shall commence immediately after the first exams have been written (not waiting till all university exams are completed) and shall continue until two weeks after completion of examinations.
- ii. CAT results and scripts shall be made accessible to students immediately after completion of CAT marking and before commencement of end of semester examination. CAT scripts shall be returned to students once they are recorded while examination scripts shall belong to the university perpetually. Ordinary, stamped sheets (not university booklet) shall be used for CAT while standard university booklets shall be used for end-of-semester examinations.

- iii. Results shall be computed by the course lecturer(s) and be moderated at the departmental level.
- iv. Moderated and approved course results shall be uploaded onto the university portal by the course lecturers.
- v. Students shall have access to individual course results once the upload is approved by the Head of Department.
- vi. The processed results shall be considered and approved at the School/ College Board and processed for Senate approval.
- vii. Students shall be able to print out their semester results directly from their portals (without signature) once such results are approved by the University Senate.

Computation of Final Results

- i. Final results for graduating students shall be computed by the academic advisers and submitted to the Academic Affairs through the HOD and Dean/Principal for final processing for senate approval.
- ii. The list of senate-approved, academically cleared students (graduation list) shall be published on the university website and the clearance status shall be updated on the students' portal.
- iii. Financial clearance shall be verified by the Finance and Audit departments and such cleared students shall be able to collect their results or transcripts immediately after graduation ceremony.

Research and Publications

- i. Each academic staff shall be required to publish at least one research article in a PubMed, Web of Science, and Scopus- indexed journal every academic session.
- ii. Every academic staff shall attend at least one professional conference/ workshop (local or international) every calendar year.
- iii. Research topics given to students shall be globally relevant, in line with national, regional or global developmental agendas such as the Sustainable Development Goals (SDGs).
- iv. Researchers shall be encouraged to engage in collaborative research with colleagues within and outside the university, within or outside the country.
- v. Academic staff shall be encouraged to cite their works (responsibly) in teaching and publications.

Curriculum Design and Review

There shall be a “compendium” of the curriculum of all approved programmes in every department in the schools/colleges and an institutional compendium of curricular of all programmes in the university. This document shall indicate the weights (credit loads) as well as the status (compulsory or elective) of each course. The graduation requirements for each programme shall also be indicated in the compendium. This document shall be subject to periodic review (every five years).

Curriculum Design:

New programmes shall be floated with new curricular designed from time to time to meet up with market trends and industry demands. The process for designing curricular shall include the following:

- i. Identify the need for the new course based on academic gaps, industry demands, student interests, and faculty expertise. Engage with faculty, students, industry experts, and academic advisors to gather input and ensure the course meets various needs and expectations.
- ii. Establish clear, measurable objectives that the course aims to achieve. These should align with the program's overall goals and learning outcomes.
- iii. Develop the course curriculum. Create a descriptive and concise title and a detailed course description that outlines the scope, objectives, and significance of the course; define specific, measurable learning outcomes that students are expected to achieve by the end of the course; develop a detailed content outline, including topics, subtopics, and the sequence in which they will be taught.
- iv. Decide on the teaching methods and strategies to be used, such as lectures, seminars, labs, group projects, and online components.
- v. Design assessment tools and methods to evaluate student performance, such as exams, quizzes, assignments, presentations, and participation.
- vi. Identify qualified faculty members who will teach the course. Ensure they have the necessary expertise and experience. Gather and prepare teaching materials, including textbooks, articles, multimedia resources, and software. Ensure the availability of required facilities such as classrooms, labs, and online platforms.
- vii. Develop a comprehensive syllabus that includes the course description, learning outcomes, detailed weekly schedule, reading list, grading policy, attendance policy, and academic integrity statement.
- viii. Circulate the draft syllabus among faculty members, academic advisors, and relevant committees for feedback and suggestions.
- ix. Present the course proposal to the relevant department/ College/ School for initial approval (this typically involves a review by a curriculum committee). Submit the course proposal to the University Senate for formal approval. This may involve multiple levels of scrutiny and possible revisions.
- x. Ensure the course meets accreditation standards and includes any required documentation or adjustments.

Curriculum Review

There shall be continuous review and improvement of all courses curricular and programmes. This will ensure that academic programmes remain relevant, effective, and aligned with institutional goals and industry standards. The process for curriculum review shall include the following:

- i. Establish a Review Committee comprising faculty members, academic advisors, industry experts, alumni, and students.
- ii. Define the goals and scope of the review, such as improving alignment with industry standards, updating course content, or enhancing student outcomes.
- iii. Develop a detailed timeline for the review process, including key milestones and deadlines.
- iv. Gather all relevant documents, including course syllabi, program objectives, learning outcomes, and assessment methods.
- v. Collect feedback from stakeholders, including students, faculty, alumni, and employers, through surveys, focus groups, and interviews.
- vi. Compare the curriculum with similar programs at other institutions and review industry standards and accreditation requirements.
- vii. Assess whether the current curriculum meets the intended learning outcomes and aligns with institutional goals.
- viii. Identify any gaps, redundancies, or outdated content in the curriculum.
- ix. Evaluate the sequencing and prerequisites of courses to ensure logical progression and coherence.
- x. Based on the analysis, develop proposals for changes to the curriculum. This could include adding new courses, modifying existing ones, or changing program requirements.
- xi. Share the proposals with key stakeholders for feedback and make necessary adjustments based on their input.
- xii. Present the revised curriculum proposals to the relevant academic department for initial approval. Thereafter submit the proposals to the University senate or academic council for further review and approval.
- xiii. Revise and update all curriculum documents, including course syllabi, program descriptions, and marketing materials.
- xiv. Provide training and support to faculty to help them adapt to the new or revised curriculum.
- xv. Ensure the necessary resources, such as textbooks, software, and lab equipment, are available to support the updated curriculum.
- xvi. Communicate the changes to current and prospective students through academic advising, the university website, and orientation sessions.
- xvii. Announce the changes to the wider community, including alumni and industry partners, through newsletters, social media, and press releases.

KIU Library

- i. KIU Library shall provide efficient e-library services, adequate and current holdings for teaching and learning.

- ii. KIU Library shall subscribe to relevant databases, eBooks, journals, repositories, and databases for the different programmes in the University.
- iii. Where necessary, KIU shall partner with other universities in the country or region to subscribe to some of the databases in order to reduce the cost of subscription.
- iv. KIU library resources and collections shall be relevant, up-to-date, and accessible to all staff and students at all times and relevant support shall be available when needed.
- v. The library services shall be user-centred, and library staff shall be responsive and reliable.
- vi. The library services shall be automated and digitized.
- vii. The library shall have an efficient, digitized, and secure archival service.
- viii. The library shall house the printing press of the university and handle all printing and publishing in the university.
- ix. Together with the Research and Innovation Centre, the library shall purchase and make available and accessible to the university community, plagiarism software, AI detector and Grammarly. The acceptable thresholds/limits for the plagiarism and AI usage shall be well publicized.

Students Affairs Directorate

The Students' Affairs Directorate is expected to attend to the welfare and general wellbeing of students and also enforce the rules and regulations guiding students' successful stay in the university. The Students Affairs directorate shall:

- i. Organize and coordinate orientation activities to help new students adapt to the university environment.
- ii. Create and disseminate guidelines and information for students through the Student Handbook.
- iii. Facilitate and coordinate the registration and recognition of all students' associations. The Students Affairs unit shall register, keep track and oversee all students' departmental, College/School, social or religious organizations and clubs and ensure that they operate within the rules and regulations of the KIU.
- iv. Collate information from scholarships and bursary awarding agencies to help students access financial aid opportunities.
- v. Provide Guidance and Counselling support and assistance to students on academic, personal, and social issues.
- vi. Handle issues related to student conduct and behavior and disciplinary matters.
- vii. Provide access to resources and services for students.
- viii. Ensure general students' welfare by giving attention to issues relating to, but not limited to, students' accommodation, medical services, feeding and cafeteria services, recreational centres, sporting facilities, as well as safety and security.
- ix. Manage the assignment of students to residence halls/ hostels and oversee the maintenance and upkeep of the hostels.

- x. Coordinate the electoral process for student leadership positions (Students Union elections, etc.).
- xi. Provide needed support, accommodation, and other required services for students with disabilities.
- xii. Communicate and enforce decent dressing within KIU. There shall be a clear and widely circulated policy and position on dress code, the acceptable dressings, and penalties for indecent dressing.

Students' Discipline

- i. There shall be a statutory committee in charge of students' disciplinary matters.
- ii. There shall be a clear definition of matters that constitute misconduct among students.
- iii. The policies, processes, and procedures for initiating and executing students' discipline shall be clearly spelt out and communicated to all concerned.
- iv. A comprehensive students' code of conduct that outlines acceptable behaviour and actions that constitute misconduct as well as the consequences shall be developed and widely distributed to students. The directorate shall ensure that students are informed about these policies through orientation, students' handbooks, and regular reminders through the notice boards, university website, etc.
- v. There shall be a clear and confidential mechanism for reporting misconduct.
- vi. There shall be appropriate disciplinary actions for the different disciplinary issues that may arise.
- vii. When reports of concerns or disciplinary matters are instituted, there shall be a preliminary inquiry /initial assessment to determine if there is sufficient evidence to warrant investigation and there shall be detailed records of all reports and preliminary findings.
- viii. Once a prima facie case of misconduct is established, there shall then be a full investigation into the matter and evidence gathered.
- ix. The disciplinary committee shall maintain confidentiality throughout the investigation to protect the privacy of all involved parties.
- x. There shall be consistency in disciplinary actions taken against similar offences.
- xi. The committee shall ensure that the disciplinary action taken against any student is implemented as decided. The student's behavior and academic performance following the disciplinary action shall be monitored to ensure compliance and improvement.
- xii. The committee shall provide a written summary of the investigation findings and the disciplinary action to the student. This document shall also outline the student's right to appeal.
- xiii. There shall be an opportunity for appeal with a timeline and the appropriate authority to address the appeal.
- xiv. Such appeals shall be reviewed by an independent committee or higher authority to ensure an unbiased evaluation of the case.

- xv. The committee shall keep detailed records of the entire disciplinary process; including reports, investigation findings, communications, and actions taken and these records shall be kept in a secure and confidential manner to protect the confidentiality of individuals concerned.

University Clinic

The University Clinic is a healthcare facility that provides medical care and health counselling to staff and students.

KIU Clinic shall be staffed by licensed healthcare professionals who are dedicated to ensuring that students are healthy throughout their academic journey.

KIU Clinic shall provide the following services:

- i. Ensure that all students are registered in KIU clinic.
- ii. Have and manage the medical history and records of all students and staff.
- iii. Maintain confidentiality of patient records.
- iv. Have an effective emergency response and first aid service. The Clinic should offer 24-hour emergency medical service.
- v. Effectively manage medical appointments and schedules.
- vi. Offer clinical procedures and services (e.g., vaccinations, lab tests, physicals).
- vii. Have a functional and efficient medication management and pharmacy services.
- viii. Provide health education and medical counselling to all patrons.
- ix. Coordinate infection control and prevention in KIU
- x. Work with Estate unit to ensure effective facilities management and maintenance e.g., fumigation.
- xi. Have an effective patient feedback and complaint management system.

Human Resource

- i. The HR unit shall provide, and follow clear, fair, and efficient procedure for staff recruitment. HODs and Deans/Principals of Schools / Colleges and Directors of Directorates shall be involved in recruitment of staff to work under them.
- ii. There shall be a clear procedure for onboarding and integrating new employees into KIU culture. All new appointees shall undergo an orientation/ induction programme to be conducted by the Human Resource department.
- iii. The HR department shall have and be able to produce, at short notice, staff scale cadres for all categories of staff - teaching and non-teaching: academic, administrative, secretarial, technical, technologists, security cadres etc.
- iv. Information on the required qualifications for the different cadres of staff and the progression procedures and criteria shall be well documented and readily available.

- v. Promotion procedures and criteria for all categories of staff, guidelines on performance evaluation /appraisal of staff shall be clearly stated. Issues like work ethics, diligence, dedication, etc., shall be a part of the criteria for staff appraisal.
- vi. The HR department shall organize training for all newly recruited staff, and regular training programmes, workshops and opportunities for the growth and development of the different categories of old staff at least once a year.
- vii. HR shall work with all staff on contracts to ensure timely renewal of contracts. Automation and digitization of HR services shall be adopted to ensure that no one without an active contract remains in the system.
- viii. The HR shall ensure that all international staff have up to date documents and do not become illegal immigrants. This is also important for the image of the university.
- ix. The promotion criteria (including but not limited to the required number of publications) for academic staff shall be well publicized at least 6 months before the commencement of the promotion exercise every year.
- x. The HR department shall have, keep and be able to produce at the shortest notice, the individual records, and credentials of all staff in KIU.
- xi. HR department shall work to create a positive work environment with clear procedures for addressing employee concerns, conflicts, and grievances.
- xii. HR department shall have clear guidelines on the KIU's staff welfare policy e.g., when a member of staff is deceased, bereaved or sick.
- xiii. The department shall have clear guidelines on resignation and retirement procedures and communicate such to all staff.
- xiv. Together with Departments, Colleges/Schools, Centres and Directorates, the HR department shall arrange leave schedules for all staff so that everyone can benefit without disrupting the activities of the University.
- xv. The department shall have clear and well communicated procedures for disciplinary actions for erring staff.

Staff Discipline

- i. There shall be clear policies, processes, and procedures for initiating and executing staff discipline.
- ii. The procedure for staff discipline shall be clearly communicated and all staff shall be aware of these policies. These shall be included in the staff handbook and be accessible to all employees.
- iii. There shall be a statutory staff-disciplinary committee to handle all staff disciplinary cases. This committee shall have standard procedures for addressing staff disciplinary matters and shall be fair, just and lawful in their operations.
- iv. When reports of concerns or disciplinary matters are instituted, there shall be a preliminary inquiry / initial assessment to determine if there is sufficient evidence to warrant investigation and there shall be detailed records of all reports and preliminary findings.

- v. Once a prima facie case of misconduct is established, there shall then be a full investigation into the matter and evidence gathered.
- vi. The disciplinary committee shall maintain confidentiality throughout the investigation to protect the privacy of all involved parties.
- vii. Erring staff shall be given fair hearing and have the opportunity to defend themselves before disciplinary decisions are taken against them.
- viii. There shall be consistency in disciplinary actions taken against similar offences.
- ix. Some of the disciplinary measures that may be taken against an erring staff after due process include the following:
 - Query
 - Written warning after a query
 - Reprimand
 - Withholding of Annual Salary Increment
 - Suspension from duty and/or office
 - Demotion
 - Withholding of promotion/loss of promotion
 - Interdiction
 - Termination of Appointment
 - Compulsory Retirement
 - Dismissal
 - Restitution
- x. The decision of the committee shall be communicated to the erring staff in a clear, unambiguous, yet human manner. Ensure that the staff understands the reasons and consequences.
- xi. There shall be a window for appeal created for “disciplined” staff who may feel unjustly treated.
- xii. Such appeals shall be reviewed by an independent committee or higher authority to ensure an unbiased evaluation of the case.
- xiii. The committee shall keep detailed records of the entire disciplinary process, including reports, investigation findings, communications, and actions taken and these records shall be kept in a secure and confidential manner to protect the confidentiality of individuals concerned.
- xiv. Harassment, threats, and intimidation reduces commitment and productivity and shall not be employed as a means of driving staff to be productive (It is usually counter-productive).

Finance

- i. KIU shall employ qualified staff to manage its finances.
- ii. The finance department shall have effective internal control.
- iii. Duties and responsibilities shall be distributed among finance staff to prevent one person from controlling multiple aspects of a transaction.

- iv. There shall be regular reconciliation of accounts, bank statements, and ledger accounts to detect errors and discrepancies, identify weaknesses and ensure compliance.
- v. The finance department, together with the HR department and with inputs from the Academic Affairs shall develop and implement a comprehensive annual budget and financial plan that align with KIU goals and objectives in order to manage the financial resources of the university.
- vi. The department shall have effective cash management practices.
- vii. There shall be regular and ongoing reconciliation of students' financial records and students, faculties and departments shall be updated monthly on the financial status of students to prevent last minute rush when exams are about to commence.
- viii. Salaries and allowances of staff shall be paid promptly and regularly.
- ix. Conduct regular internal and external audits and reviews to ensure financial integrity and identify areas for improvement.
- x. The department shall have and maintain reliable and secure financial systems and technology and accounting software.

Estate

The department shall:

- i. Undertake the maintenance and upkeep of KIU buildings and furniture.
- ii. Carry out the maintenance and upkeep of roads and drains in KIU.
- iii. Ensure the proper maintenance, upkeep, and beautification of the environment.
- iv. Ensure provision of water, electricity and communication services, their upkeep and maintenance.
- v. Ensure the upkeep, maintenance, and repairs of KIU mobile vehicles including cars, lorries, tractors, cranes and other road vehicles.
- vi. Carry out the maintenance and repairs of electrical, electronic, and other equipment used in the teaching laboratories and in other departments of KIU.
- vii. Take care of the maintenance and upkeep of the entire KIU infrastructure including staff quarters and students' hostels.
- viii. Execute minor civil, electrical, and mechanical engineering works either by in-house personnel or through contracts.
- ix. Put in place the mechanism by which members of staff can report maintenance issues directly to the department.
- x. Promptly arrange accommodation for newly employed foreign staff.
- xi. Have an inventory of KIU properties in the residences of staff in the staff quarters and this is to be signed by both the concerned staff and Estate officer.
- xii. Conduct periodic house audit/ inspections of the residences of staff in the staff quarters.

Research and Innovation Centre

The Centre shall do the following:

- i. Organize regular training and workshops for researchers on research writing and grantsmanship.
- ii. Provide an environment for cutting-edge research through research grants and state-of-the-art facilities.
- iii. Encourage academic staff to engage in research activities by factoring time for research into their workload.
- iv. Develop thematic research areas for KIU that prioritize local and international problems and create research clusters around such areas. The Centre should coordinate the research activities of the clusters.
- v. Initiate and promote research linkages and collaborations with reputable institutions and agencies within and outside the country.
- vi. Senior academics should be encouraged to establish international collaborations that develop North-South collaborations and South-South collaborations.
- vii. Grant office should establish a portal that will track and publish new calls for proposals from reputable agencies worldwide. The grant office newsletter to all staff should contain this information as reminders to all staff, especially lecturers.
- viii. Submission of grants by applicants shall not be undertaken in the absence of the applicant, and where changes are to be made to the list of investigators, this must be well communicated and agreed upon by the applicants and the grants office.
- ix. There shall be clearly defined terms and conditions for grant administration between the researchers and the university/ grant office.
- x. Publish research findings and list of publications of academic staff annually in order to attract funding from various sources.

Procurement

- i. The procurement unit is to superintend procurement activities of KIU.
- ii. The unit shall ensure compliance with laws, regulations, and KIU policies.
- iii. Conduct regular audits and assessments to identify areas for improvement.
- iv. Have and maintain a skilled and knowledgeable procurement team.
- v. Foster strong relationships with suppliers and stakeholders.
- vi. Ensure transparency, accountability, and ethical practices.
- vii. Monitor and evaluate procurement performance metrics.
- viii. Provide training and development opportunities for staff.
- ix. Ensure that procurement activities align with KIU's strategic goals and objectives.
- x. The procurement unit shall organize the disposal of old and waste materials of the university e.g., through periodical auctions.

ICT

- i. Provide KIU with a modern, visually appealing, user-friendly, mobile-friendly, informative, and interactive website.
- ii. Provide KIU with a versatile and functional, integrated university portal that will incorporate all KIU activities – admissions, registration, results processing, finance, library, human resource, etc.
- iii. Work with relevant departments and units to digitize and digitalize all KIU activities e.g., admission, registration, payment (finance), clearance generation, students' records, staff records, etc.
- iv. Provide fast and reliable internet, intranet, hotspot locations, and connectivity services throughout KIU.
- v. Manage KIU's network infrastructure.
- vi. Manage KIU email and communication services.
- vii. Provide software and hardware support for staff and students.
- viii. Manage KIU database.
- ix. Provide effective cybersecurity and threat protection.
- x. Provide IT training and support for students, staff, and faculty.
- xi. Work with relevant units and directorates to manage the digital resources of KIU (e.g., e-learning platforms, digital libraries).
- xii. Provide technical support for online and distance learning programmes.
- xiii. Take care of all IT project management and implementation.
- xiv. Develop and enforce an IT policy for KIU.
- xv. Collaborate with other departments for IT-related projects.
- xvi. Provide technical support for research and innovation initiatives.
- xvii. Establish an effective data backup system to store and retrieve data when needed.
- xviii. Work with the Human resource and Procurement directorates to organize procurement of laptops for staff with a clear plan on mode of payment by staff.

KIU Management

1. The University management must give clear leadership and show exemplary behaviour on all matters, especially with regards to quality delivery.
2. The leadership structure of KIU shall be well defined without any form of ambiguity and without deference to national, regional, tribal, or any form of sentiment.
3. Appointment of staff into administrative positions shall be well planned and organised. There shall be a tenure for all administrative positions and these tenures may be renewable for an additional tenure after which another person is appointed.

4. KIU shall have and provide clear information on the hierarchical structure and organogram of the university. This should be well publicized so that every officer knows who oversees what and who reports to who.
5. There shall be no usurpation of positions or duties so that there will be no disintegration of law and order.
6. KIU Management shall provide biometric equipment for the monitoring of staff and students' attendance at lectures.
7. KIU Management shall provide adequate, modern, and state-of-the-art facilities for teaching – smartboards, whiteboards, teaching aids, public address systems (where necessary), etc.
8. KIU management shall provide adequate facilities for teaching. These shall include, but not be limited to, well-equipped and furnished laboratories for teaching and research in the courses with experimental components such as Chemistry, Physics and Biology, updated computers with appropriate software for Computer Science, ICT and Mathematics, among other things.
9. KIU Management shall provide conducive office and office furniture for all staff to facilitate their work.
10. KIU Management shall provide functional equipment and enabling environment for research including encouraging the academic staff to seek and apply for relevant funding for qualitative research through grant writing.
11. KIU Management shall support conference attendance where necessary for all staff at least one local conference every year and one international conference every two years.
12. KIU shall pay for the publication fee for articles published in Q1 journals only.
13. KIU Management shall give financial incentive to researchers who are able to publish in Q1 journals, and who are able to publish with their graduate students.
14. KIU shall provide necessary support for staff to undertake quality research activities.
15. KIU shall procure and provide licensed plagiarism checking software, AI detectors and grammar checking software for KIU community and communicate the acceptable thresholds to researchers and students.
16. KIU shall have thematic research areas that prioritise local and international problems and provide funding for research in those areas. In general, research projects should be tailored to industrial and societal needs. The university's research unit shall scan and inform faculties/ departments of need areas.
17. There shall be regular (once every year or every semester) publications of research bulletins and newsletters on research output and staff publications.
18. KIU Management shall have a good staff welfare package to ensure retention of good quality staff – a competitive salary structure, leave allowance, fellowship opportunities, etc.

19. KIU shall have a comprehensive programme for staff development. There shall be adequate provision for in-service training to further strengthen the professional and technical competencies of staff members.
20. KIU shall ensure the provision of fast and reliable internet services for staff and students within the University.
21. KIU Management shall provide adequate laboratory facilities and practical resources for meaningful academic and research activities.
22. Every Department/ School/ College shall have a budget for each academic year. There shall be calls for submission of budgets before the commencement of the academic year and the prepared budget shall be submitted to the office of the DVC Finance and Admin for approval. Approval of the budget shall be communicated to all departments and schools/ colleges before commencement of a new academic year. This approved budget shall guide the spendings and fund allocations to the departments and schools/ colleges throughout the academic year.
23. Funds shall be promptly released for departmental and school/college activities once it is confirmed that the fund is in the approved budget. Such funds shall include, but not be limited to, funds for school practice supervision, moot court competitions, public lectures, etc.
24. KIU management shall ensure that all staff are well informed on all university policies and procedures. All University policies shall be circulated to all staff and students (as may be appropriate) at the beginning of every academic year. Appropriate policies shall also be put in different relevant sections on the university website.
25. Management shall organize regular training and retraining for all categories of staff – new and old. These shall include training in pedagogical skills, item-writing (writing examination questions and grading), preparation of marking schemes for all academic staff and training on leadership and management skills for leaders and administrators, among others.
26. KIU management shall conduct regular review of staff salaries, especially the very old staff to ensure that staff with similar qualification and on the same cadre get similar remuneration. This shall guarantee that staff who have been in the university employment for several years are not earning less than their colleagues (or even students) who are recently employed and will also ensure that experience, and not just qualification, is being remunerated.

Quality Assurance

KIU Quality Assurance are the internal policies and mechanisms put in place by the University and the Directorate of Quality Assurance for fulfilling the vision and mission of KIU as well as the set standards for ensuring quality.

The Quality Assurance Directorate (QAD) shall operate a continuous and dynamic process open for regular reassessment. Every member of KIU community shall be involved in the QA processes, but they will be coordinated by the QAD and the KIU Quality Assurance Committee.

A University Quality Assurance Committee (UQAC) is to be set up with members drawn from every college, school and service unit of KIU. These representatives are to serve as the chairpersons of their respective School/College QAC with members drawn from every department in the School/College. The departmental representatives in the School/College QAC serve as the chairpersons of the departmental QAC (DQAC).

The Director of Quality Assurance (DQA) heads the Directorate of Quality Assurance and Monitoring (QAD) and has two deputies (DDQA Monitoring and DDQA Evaluation). There are other QA officers and administrative staff in the directorate. They all are to be part of the UQAC.

The Quality Assurance process shall engage and involve every member of the University. Everyone should be quality conscious and develop a quality mindset.

The framework of Quality Assurance in KIU cuts across every aspect of the university activities and services, the input, the process and the output, some of which are listed in the table below:

| Input | Process | Output |
|-------------------------|--------------------------------------|---|
| Students | Teaching and learning materials | Quality of graduates (skilled and employable graduates) |
| Teachers | Conduct of examinations | Production of new knowledge (Publications, patents, innovations, etc.). |
| Non-teaching staff | Use of time and space | Responsible citizens |
| Managers | Students' services | Economic and social development |
| Curriculum | Administration/ Management processes | |
| Facilities | Leadership/community participation | |
| Finance | Quality Assurance | |
| Instructional materials | | |
| Other resources | | |

Below are some of the ways in which the directorate will monitor and quality assure KIU activities.

Teaching and Learning

- i. Monitoring of physical class attendance of lectures shall be done using biometrics.
- ii. Ensure that clear Learning Objectives are provided at the beginning of every semester in line with the relevant curriculum.
- iii. Ensure that regular review and updating of curriculum is carried out to ensure relevance, accuracy, and alignment with industry needs as recommended by NCHE.
- iv. Ensure and organize regular training, in support for continuous professional education (CPD), and other professional development opportunities for lecturers to enhance their skills and knowledge in teaching, assessment and research. There shall be at least one CPD training session per academic year.
- v. Conduct regular students' surveys and feedback on the progress and quality of teaching and learning, with clear criteria and standards analyzed to improve teaching and

learning delivery and quality. This survey shall take place 2 to 4 weeks before the commencement of the End of Semester examination. The results of the survey shall be analyzed and made available to lecturers/ Schools/ Colleges to drive the improvement of the teaching and learning process.

- vi. Conduct regular assessment of student learning outcomes to ensure achievement of programme and course goals. To take place at the end of every semester.
- vii. Have up-to-date information on the NCHE benchmarks for staff: student ratio for different courses, recommended workload, staff distribution, etc. and advise KIU appropriately.
- viii. Assess the quality of teaching at the end of every semester. Clear indicators and benchmarks to measure teaching quality, such as student satisfaction, learning outcomes, success and failure rate, and peer evaluation shall be provided.

Human Resource

- i. Develop and ensure a fair and effective performance management system with regular feedback and evaluation criteria.
- ii. Regularly measure and improve employee engagement and satisfaction, with clear metrics and action plans.

Finance

- i. Conduct periodical checks on the systems, processes and procedures of financial management of KIU and regularly review and revise the internal control mechanisms to adapt to changing circumstances and risks.
- ii. Establish a confidential (whistleblower) reporting mechanism for staff and students to report suspected mismanagement.
- iii. Develop financial performance metrics to track key performance indicators of the finance department of KIU.
- iv. Provide ongoing training and education for finance staff to stay up to date with best practices and regulatory changes.

Library

- i. The QA directorate shall regularly assess and measure the quality of library services using relevant tools and performance indicators such as skills mix and staff, library collections, service delivery, infrastructure, and facility.

Other processes and services in the University – Students’ Affairs, Estate, ICT, Distance and Online teaching and learning, procurement, etc. shall be quality assured.

Relevant QA tools and mechanisms shall be deployed for the effective monitoring and coordination of all QA activities in the University.

Appendix I: Tool for Students' Evaluation of Teaching:

This student evaluation is part of our regular effort to maintain quality instruction. The University uses your responses to these questions to improve the quality of teaching and learning. We take your answers seriously and hope you will respond appropriately and truthfully.

Be assured that completing this survey will in no way affect your course grade as reports will be accessible to your course lecturer only after results have been released. Please be sure to complete the course evaluation for each of your courses and where more than one lecturer taught a course, ensure you fill for EACH of the lecturers.

Thank you for participating in this evaluation.

Course Information

Course Code and Title:

.....

Course Instructor/ Lecturer's Name:

.....

Year and Semester:

Mode of lecture delivery: Physical/ Virtual/ Blended

Section 1: Lecturer's Assessment

(Scale: 1 = Strongly disagree; 2: Disagree; 3 = Not sure; 4 = Agree; 5 = Strongly agree)

| S/N | Lecturer: | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | Gives learning outcomes/objectives/course outline at the beginning of the semester and on Day One of the lectures | | | | | |
| 2. | Covers the course outline before the end-of-semester examination | | | | | |
| 3. | Is regular and punctual to class | | | | | |
| 4. | Has a good experience and understanding of the course, and teaches in a confident and pragmatic way | | | | | |
| 5. | Makes learning pleasant and enjoyable for the students | | | | | |
| 6. | Is available and accessible to students outside class hours | | | | | |
| 7. | Gives room for questions and attends to the questions during class | | | | | |
| 8. | Motivates students to do their best and explore new ideas | | | | | |
| 9. | Conducts continuous assessment (tests and assignments) to evaluate learners' comprehension | | | | | |
| 10. | Provides effective feedback on the continuous assessment | | | | | |

Section 2: Instructional Effectiveness

(Scale: 1 = Strongly disagree; 2: Disagree; 3 = Not sure; 4 = Agree; 5 = Strongly agree)

| S/N | The lecturer was effective in: | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 11. | Clearly explaining course material | | | | | |
| 12. | Encouraging class participation and discussion | | | | | |
| 13. | Using a variety of teaching methods and materials | | | | | |

| | | | | | | |
|-----|---|--|--|--|--|--|
| 14. | Relating course material to real-world applications | | | | | |
| 15. | Fostering a positive and inclusive learning environment | | | | | |
| 16. | Encouraging critical thinking and problem-solving | | | | | |

Section 3: Course Organization and Materials

(Scale: 1 = Strongly disagree; 2: Disagree; 3 = Not sure; 4 = Agree; 5 = Strongly agree)

| S/N | How much do you (student) agree with the following: | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 17. | The course objectives and expectations were very clear | | | | | |
| 18. | The course was well organized and properly paced | | | | | |
| 19. | Course materials were relevant and useful | | | | | |
| 20. | Resources (e.g., textbooks, online materials) were available and helpful | | | | | |

Section 4: Overall Assessment

How would you rate the overall quality of the instruction in this course?

Poor/ Fair/ Good/ Excellent

How would you rate your overall learning experience in this course?

Poor/ Fair/ Good/ Excellent

Section 5: General Comments

Would you recommend this course to be taken online, physically, or blended?

Give reason for your choice

.....

Do you have any suggestions for improving the course or instruction?

What did you find most helpful or effective in the course?

Is there anything else you would like to share about your experience in the course?

Any additional comments:

.....

Appendix II: Survey of Academic Staff Opinion

This survey focuses on the perception of academic staff on lectures, facilities, students' population, and other matters relating to their duties as lecturers in KIU. The questionnaire is to be completed by all academic staff at the end of every semester.

Your honest and objective feedback is strongly solicited as this will help to improve the system and operations of KIU.

School/ College:

Department:

Gender: Rank:

Semester: Session:

No. of Courses taught in the Semester:

Number of lecture hours a week: less than 10/ 10-14/ 14-18/ 18-22/ More than 22

Course Codes with students' population:

.....

(Scale: 1 = Strongly disagree; 2: Disagree; 3 = Not sure; 4 = Agree; 5 = Strongly agree)

| S/N | Criteria | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | Classrooms are adequate and conducive for teaching | | | | | |
| 2. | Classroom is tidy and accessible | | | | | |
| 3. | Smartboard, teaching aids/ tools (projector, screen) are adequately available for teaching | | | | | |
| 4. | Students' population in class is manageable | | | | | |
| 5. | Public address system is available and functional when required | | | | | |
| 6. | Biometric device is available for attendance of lecturers and students | | | | | |
| 7. | Laboratories are available and equipped for teaching and research | | | | | |
| 8. | Library services and ICT resources are available, accessible and adequate for teaching and research | | | | | |
| 9. | Availability of office space for lecturers to do research, publications, and to mentor students | | | | | |
| 10. | Academic staff are encouraged and supported for staff development – conference attendance, research funding, etc. | | | | | |
| 11. | I use a mix of traditional (face-to-face), and virtual teaching methods | | | | | |
| 12. | The quality and content of my delivery is effectively monitored | | | | | |

Would you recommend this course to be taken online, physically, or blended?

Give reason(s) for your choice

.....

Kindly provide feedback on other / related issues

.....

.....

Appendix III: Assessment of Online Teaching and Learning

[To be completed by students (users of the online platform)]

The purpose of this evaluation tool is to assess the quality of blended learning courses or programs, ensuring that they meet the highest standards of excellence in teaching, learning, and student success.

Your honest opinion will help to evaluate the effectiveness of blended learning environments, identify areas for improvement, and make informed decisions about resource allocation and strategic planning.

Course Title: _____

Course Code: _____

Instructor: _____

Year/ Semester: _____

(Scale: 1 = Strongly disagree; 2: Disagree; 3 = Not sure; 4 = Agree; 5 = Strongly agree)

| S/N | Criteria | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | Learning objectives are clearly defined | | | | | |
| 2. | Course content is accurate, up-to-date, and relevant to the learning objectives | | | | | |
| 3. | The instructional design is logical, coherent, and engaging | | | | | |
| 4. | Technology is used appropriately to support learning objectives | | | | | |
| 5. | Opportunities for interaction and collaboration are effective and engaging | | | | | |
| 6. | Assessments are aligned with learning objectives | | | | | |
| 7. | Feedback on assessment is timely and constructive | | | | | |
| 8. | The learning process is motivating and engaging | | | | | |
| 9. | Course material is accessible and usable for all students | | | | | |
| 10. | I am satisfied with the online teaching | | | | | |

General Remarks/ Comments:

What were the strengths and weaknesses of the online course?

What suggestions do you have for improving the online course?

What did you find most challenging or frustrating in the online course?

Any other remark:

Appendix IV: Finance Department

[To be completed by the Finance department staff]

The purpose of this assessment is to evaluate the effectiveness and efficiency of the Finance Department in achieving its goals and objectives. The results of this assessment will provide valuable insights into the strengths and weaknesses of the Finance Department, identify areas for improvement, and inform strategic decisions aimed at enhancing the department's performance and contribution to KIU's overall success.

(Scale: 1 = Strongly disagree; 2: Disagree; 3 = Not sure; 4 = Agree; 5 = Strongly agree)

| S/N | Criteria | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | KIU has a comprehensive financial plan | | | | | |
| 2. | Budgets are prepared annually with inputs from relevant stakeholders | | | | | |
| 3. | The annual budget and financial plan are implemented by the finance department | | | | | |
| 4. | Finance department staff are qualified and competent | | | | | |
| 5. | The finance department regularly publishes accurate financial reports of KIU | | | | | |
| 6. | The financial reports are clear and easy to understand | | | | | |
| 7. | The financial reports are used to inform strategic decisions | | | | | |
| 8. | The finance department ensures compliance with university financial policies | | | | | |
| 9. | The department's financial systems and technology are modern and secure | | | | | |
| 10. | The department's financial processes are efficient and effective | | | | | |
| 11. | The department has effective internal controls | | | | | |
| 12. | Accounts, bank statements, and ledger accounts are regularly reconciled | | | | | |
| 13. | Students' financial records are regularly reconciled and updated | | | | | |
| 14. | Students' clearance is carried out promptly and seamlessly | | | | | |
| 15. | Students are able to access their financial records and status through their portal | | | | | |
| 16. | Regular internal and external audits and reviews are conducted | | | | | |
| 17. | Overall, I am satisfied with the finance department's services | | | | | |

General Remarks

What are your challenges as an employee in the finance department?

Is there anything else you'd like to share about the University's financial management quality?

Additional comment/ remarks:

.....

Appendix V: Human Resource Service Delivery

[To be completed by HR officers]

This questionnaire is designed to help HR department evaluate their services, including recruitment, employee relations, benefits, training, and more. It will help the department to identify areas of strength and weakness, make necessary adjustments, and enhance the overall performance. This is a self-assessment tool, but the sincerity and objectivity in completing the assessment will contribute greatly to the growth and success of KIU and will contribute to the improvement of service delivery.

(Scale: 1 = Strongly disagree; 2: Disagree; 3 = Not sure; 4 = Agree; 5 = Strongly agree)

| S/N | | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1. | There is a clear recruitment process that can attract top talents | | | | | |
| 2. | There is an effective onboarding process for the different cadre of new employees | | | | | |
| 3. | There are regular training/ retraining exercises for KIU staff | | | | | |
| 4. | There are opportunities for employees' growth and development | | | | | |
| 5. | The performance management system is very effective in driving employee performance | | | | | |
| 6. | KIU employee morale and engagement is high, and staff are highly motivated | | | | | |
| 7. | KIU employees are satisfied with HR services | | | | | |
| 8. | HR is very responsive to employee inquiries | | | | | |
| 9. | HR is highly supportive of managers and employees? | | | | | |
| 10. | All international staff have appropriate and up-to-date working documents | | | | | |
| 11. | Contracts of staff are renewed promptly upon expiration | | | | | |
| 12. | Promotion criteria and procedures are revised as appropriate and regularly communicated to staff before the commencement of the exercise | | | | | |
| 13. | Staff records are up-to-date and available in the HR department | | | | | |

Your overall rating of the quality of HR services:

Any other comment/ remarks:

Appendix VI: Library Services

This questionnaire is to be completed by all Library patrons and is designed to gather the thoughts and opinions of library users on library services, including collections, research assistance, facilities, technology, and more.

KIU Library is committed to providing exceptional library services that support your academic, research, and personal endeavors. Your feedback is crucial in helping to assess and enhance Library service delivery. Your input will enable the library to identify areas of strength and weakness, make necessary improvements, and enhance your overall library experience. Your participation is greatly appreciated, and your responses will be treated with confidentiality and respect.

(Scale: 1 = Strongly disagree; 2: Disagree; 3 = Not sure; 4 = Agree; 5 = Strongly agree)

| S/N | Item | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | Library's collections (books, journal databases) are adequate | | | | | |
| 2. | Library collections are current and relevant | | | | | |
| 3. | Library collections have a good spread (coverage of diverse topics and disciplines) | | | | | |
| 4. | Library resources (online access, opening hours) are accessible | | | | | |
| 5. | Digital services – online catalogs, databases, e-books are available, effective and easy to use | | | | | |
| 6. | Library staff are helpfulness and responsive | | | | | |
| 7. | Library staff provide quality research assistance | | | | | |
| 8. | Library services e.g., printing, borrowing books, etc. are efficient | | | | | |
| 9. | Technology resources – computers, printers, photocopiers are available and of good quality | | | | | |
| 10. | Library is clean and comfortable | | | | | |

General Satisfaction

How would you rate your overall satisfaction with KIU library services?

Very Satisfied/ Satisfied/ Neutral/ Dissatisfied/ Very Dissatisfied

How likely are you to recommend KIU library services to others?

Very Likely / Likely/ Neutral/ Unlikely/ Very Unlikely

Additional Comments

1. What do you like most about KIU library services?
2. What do you like least about KIU library services?
3. Do you have any suggestions for improving KIU library services?

Appendix VII: Procurement

[To be completed by Procurement department staff]

This Procurement Evaluation Tool is designed to assess the effectiveness and efficiency of our procurement processes, ensuring that they align with KIU's goals and values. By using this tool, we aim to identify areas for improvement, optimize our procurement processes, and enhance our relationships with vendors and suppliers.

Your feedback and evaluation are crucial in helping us refine our procurement processes and ensure that they support KIU's strategic objectives.

(Scale: 1 = Strongly disagree; 2: Disagree; 3 = Not sure; 4 = Agree; 5 = Strongly agree)

| S/N | Item | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | Procurement activities are compliant with laws, regulations, and university policies | | | | | |
| 2. | All necessary approvals are obtained before awarding contracts | | | | | |
| 3. | Procurement procedures are clearly defined, documented and followed | | | | | |
| 4. | Procurement opportunities are publicly advertised | | | | | |
| 5. | Procurement files are complete and easily accessible | | | | | |
| 6. | Conflicts of interest are avoided | | | | | |
| 7. | Ethical standards are promoted and enforced | | | | | |
| 8. | Suppliers are evaluated and selected based on clear criteria | | | | | |
| 9. | Contracts are properly executed and monitored | | | | | |
| 10. | Contract terms and conditions are enforced | | | | | |
| 11. | Procurement performance metrics are tracked and measured | | | | | |
| 12. | Procurement processes are regularly reviewed and improved | | | | | |
| 13. | Lessons learned from procurement activities are documented and applied | | | | | |
| 14. | Procurement staff are trained and knowledgeable about procurement policies and procedures | | | | | |
| 15. | Opportunities for professional development are provided | | | | | |

Any other comment:

Appendix VIII: Alumni Feedback

This tool aims to assess your perceptions of your alma mater, including the quality of education, career preparedness, campus life, and overall satisfaction. Your feedback will help us understand what we did well, what we can improve on, and how we can better support your journey beyond graduation.

We value your time and appreciate your willingness to share your thoughts and experiences with us.

Name

Graduation year

Degree and field of study

Current occupation and industry:

(Scale: 1 = Strongly disagree; 2: Disagree; 3 = Not sure; 4 = Agree; 5 = Strongly agree)

| S/N | Item | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | I am very satisfied with my academic experience at KIU | | | | | |
| 2. | My KIU degree is very relevant to my current career | | | | | |
| 3. | The quality of teaching and instruction at KIU were excellent | | | | | |
| 4. | At KIU, I was adequately prepared for my career | | | | | |
| 5. | I am satisfied with my current job | | | | | |
| 6. | My university degree greatly impacted my career advancement | | | | | |
| 7. | I am interested in participating in alumni activities | | | | | |
| 8. | | | | | | |

How do you stay connected with KIU? (Check all that apply: social media, Alumni events, Newsletters, Donations, Other)

What type of alumni events or activities would you like to see more of?

.....

What did you like most about your KIU experience?

.....

What did you like least about your KIU experience?

.....

What advice would you give to current students?

How has your KIU experience shaped your personal and professional growth?.....

.....

Are there any other comments or suggestions you would like to share with us?

.....

Appendix IX: Graduating Students' Feedback

As you prepare to graduate and embark on the next chapter of your journey, we want to hear from you! Your feedback is invaluable in helping us understand what we did well and what we can improve on. This tool is designed to gather your thoughts and opinions on your academic experience, student life, and overall satisfaction with KIU. Your input will help us identify areas for improvement, make informed decisions, and enhance the experience for future students.

We value your time and appreciate your honesty. Your feedback will contribute to the continuous growth and development of KIU, and we thank you for your participation.

Name:

Degree and field of study

Anticipated graduation date

Current plans after graduation (e.g., employment, graduate school, entrepreneurship, etc.)

.....

Section 1: Academic Experience

(Scale: 1 = Strongly disagree; 2: Disagree; 3 = Not sure; 4 = Agree; 5 = Strongly agree)

| S/N | Criteria | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | I am very satisfied with my academic experience at KIU | | | | | |
| 2. | I believe I am adequately prepared for my future career | | | | | |
| 3. | I am confident of securing a job or graduate school placement after graduation | | | | | |
| 4. | I am confident about securing a job in my field | | | | | |
| 5. | KIU's career services are very effective | | | | | |
| 6. | The quality of KIU resources such as libraries, computer labs, and recreational facilities are excellent | | | | | |
| 7. | I (and all students) was able to access support services such as academic advising, counseling, and tutoring when needed. | | | | | |
| 8. | | | | | | |

General Comments

What did you like most about your program of study?

What did you like least about your program of study?

What worked most for you?

How will you describe in one sentence, your academic experience in KIU?

.....

What general advice would you give to incoming and returning students?

.....

Are there any other comments or suggestions you would like to share with us?

Appendix X: ICT Monitoring

This self-assessment form is designed to evaluate the ICT operations and infrastructure of KIU, identifying areas of strength and weakness, and informing strategic decisions to improve our services. Your feedback and professional insights are essential in assessing our system reliability and performance, network security and data management, infrastructure capacity and scalability, technical support and incident response, and overall satisfaction of the ICT users.

Please answer the questions candidly, providing specific examples and recommendations.

Section 1: Status of ICT solutions in the university

(Scale: 1: Developed and in use; 2: Developed but not in use; 3: Undergoing development; 4: Not developed)

| | 1 | 2 | 3 | 4 |
|------------------------|---|---|---|---|
| Students' portal | | | | |
| Admission | | | | |
| Students' registration | | | | |
| Payment of fees | | | | |
| Finance management | | | | |

Section 2: ICT Service Assessment

(Scale: 1 = Strongly disagree; 2: Disagree; 3 = Not sure; 4 = Agree; 5 = Strongly agree)

| S/N | Item | KPI | 1 | 2 | 3 | 4 | 5 |
|-----|--------------------------|--|---|---|---|---|---|
| 1. | Infrastructure | Servers, networks, and systems are running smoothly and efficiently | | | | | |
| 2. | | Hardware and software are up-to-date and compatible | | | | | |
| 3. | Security | Firewalls, antivirus software, and access controls are functioning correctly | | | | | |
| 4. | | Data backups are regular and reliable | | | | | |
| 5. | Network and Connectivity | Internet connectivity is stable and fast | | | | | |
| 6. | | Network issues are promptly identified and resolved | | | | | |
| 7. | Helpdesk and Support | User requests are responded to and resolved in a timely manner | | | | | |
| 8. | | Technical support is available during working hours | | | | | |
| 9. | Software and Licenses | Software licenses are up-to-date and compliant with regulations | | | | | |
| 10. | | Software updates and patches are regularly applied | | | | | |
| 11. | Data Management: | Data backups are stored securely and offsite | | | | | |

| | | | | | | | |
|-----|---------------------------|--|--|--|--|--|--|
| 12. | | Data privacy and protection policies are enforced | | | | | |
| 13. | User Accounts and Access | User accounts are properly created, updated, and terminated | | | | | |
| 14. | | Access controls and permissions are properly set | | | | | |
| 15. | Incident Response | Incidents are promptly identified, reported, and responded to | | | | | |
| 16. | | Incident response procedures are regularly reviewed and updated | | | | | |
| 17. | Performance and Uptime | Systems and services are available 99.9% of the time | | | | | |
| 18. | | Performance issues are promptly identified and resolved | | | | | |
| 19. | Compliance and Governance | ICT policies and procedures align with institutional goals and regulations | | | | | |
| 20. | | ICT activities are compliant with relevant laws and standards | | | | | |
| 21. | Training and Development | ICT staff are trained and knowledgeable about latest technologies and trends | | | | | |
| 22. | | Opportunities for professional development are provided | | | | | |
| 23. | Customer Satisfaction | Users are satisfied with ICT services and support | | | | | |
| 24. | | User feedback and suggestions are regularly collected and acted upon | | | | | |

Any additional comments/ suggestions:

.....

Appendix XI: Research and Innovations (Assessment Questions/ KPIs)

Section 1: Research Output

1. Number of publications in reputable journals
2. Number of citations and impact factor
3. Number of research awards and recognition
4. Quality of research collaborations and partnerships

Section 2: Research Impact

1. Economic impact (e.g., patents, spin-offs, licensing)
2. Social impact (e.g., policy influence, community engagement)
3. Cultural impact (e.g., artistic creations, exhibitions)
4. Environmental impact (e.g., sustainability, conservation)

Section 3: Innovation and Entrepreneurship

1. Number of start-ups and spin-offs
2. Number of patents and intellectual property
3. Number of research-based products and services
4. Quality of industry partnerships and collaborations

Section 4: Research Environment and Infrastructure

1. Quality of research facilities and equipment
2. Availability of research funding and grants
3. Quality of research support services (e.g., libraries, ICT)
4. Research ethics and integrity policies and procedures

Section 5: Research Governance and Management

1. Effectiveness of research strategy and planning
2. Quality of research leadership and management
3. Research monitoring and evaluation processes
4. Research ethics and integrity governance

Section 6: Research Culture and Engagement

1. Research engagement and participation rates
2. Research collaboration and interdisciplinary work
3. Research communication and dissemination practices
4. Research ethics and integrity training and awareness

Section 7: Open-Ended Questions

1. What are the strengths and weaknesses of the research and innovation environment?
2. What are the opportunities and challenges for research and innovation?
3. What are the suggestions for improving research and innovation quality and impact?

Appendix XII: Examination Guidelines

Instruction to Students

- i. Students are advised to acquaint themselves with KIU rules concerning examinations.
- ii. Students will be required to present the following documents at the entrance of examination halls before they would be allowed into the hall: duly signed course registration form, KIU identity card, evidence of payment of approved fees / examination clearance card.
- iii. Students shall attend the examinations punctually. Admittance into the examination hall more than half an hour after the examination has started shall only be at the discretion of the Chief Invigilator.
- iv. Students shall bring with them to the examination hall their own pen, ruler, erasers and pencils, and any other materials which are permitted by these regulations (as stated here under).
- v. Lecture notes, textbooks, jotters, bags, handsets and other prohibited items are not allowed anywhere close to the examination venue.
- vi. The use of wrist watches, smart watches, mobile phones, i-pods, etc., are prohibited and any such device discovered on a student in the examination hall would be impounded irrespective of it being switched off.
- vii. Students must sign the attendance register at the beginning of each paper.
- viii. Having signed the attendance register, no student shall leave the examination hall without submitting his answer script.
- ix. No student shall leave the examination hall for whatever reason without informing the invigilator.
- x. While the examination is in progress, communication of any kind between students shall strictly be prohibited and any student found to be giving or receiving irregular assistance commits a misconduct, which shall attract appropriate sanction.
- xi. Silence shall be observed in the examination hall. The only permissible way of attracting the attention of the Invigilator is by a show of the hand.
- xii. Smoking in and around the examination hall is strictly prohibited.
- xiii. The use of scrap paper is prohibited. All rough work shall be done in the answer booklet and crossed neatly through.
- xiv. Students taking Mathematics or Engineering Drawing and similar courses shall bring their own mathematical or drawing instruments, which should include compass and dividers, protractors, diagonal scales and set squares. Personal copies of Mathematical Tables may be allowed in the examination hall provided there are no inscriptions on them.

All examination candidates shall:

- i. Bring with them to the examination hall, their own pen, ruler, pencil, erasers, calculators, mathematical or drawing instruments, mathematical tables, and any other materials which are permitted,
- ii. not leave the examination hall for whatever reason without informing the invigilator,
- iii. shall not leave the examination hall temporarily (e.g., to the restroom) without being escorted,

- iv. use or consult during an examination only such books, papers, instruments or other materials or aids as are specifically permitted or provided by the Department in which the examination is being held,
- v. **not** introduce or attempt to introduce into the examination venue handbags, books, notes, or other materials or aids that are not permitted,
- vi. **not** enter any examination venue with any inscriptions on any part of the dress or body e.g. palm, arm, thigh, etc. if such inscriptions bear any relevance to the examination,
- vii. **not** pass or attempt to pass any information from one person to another during an examination,
- viii. neither act in collusion with any other candidate(s) or person(s), nor copy, nor attempt to copy from another candidate, nor engage in any similar activity,
- ix. not distract or disturb any other candidate(s) during examination,
- x. use only their matriculation number for examinations (no names should be written),
- xi. not write any university examination on behalf of another student, nor other people write any university examination for them,
- xii. not be in possession of any incriminating material(s) used or not at the examination or involved in any other serious examination misconduct including impersonation before, during or after an examination,
- xiii. not be permitted to leave an examination venue until after 75 % of the time allocated for that particular paper has elapsed.

Appendix XIII: KIU Dress Code

The mode of dressing of an individual speaks volumes about him or her. In other words, one's appearance influences people's perception of one's person. Staff and students of KIU should, therefore, always dress responsibly to command respect. All staff and students must refrain from wearing INDECENT CLOTHINGS if they must be accorded respect and protect their dignity.

Acceptable Dressing

Male:

- i. The hair should be neat and well combed at all times.
- ii. The hair should not be coloured (except it is natural colour).
- iii. Curled hair is not acceptable.
- iv. The hair should be well kept and groomed always.
- v. Artificial dread locks, plaiting, weaving or braiding of hair are not acceptable.
- vi. Beards must be well kept.

Female:

- i. Weaving, plaiting, braiding, fixing and wigs are acceptable, but hair extensions with colours such as Blue, Green, White, Yellow, Red, Pink, and Purple or a combination of any of these colours are not acceptable.
- ii. Hair must be neatly packed and weaved.
- iii. The hairstyle should not carry inscriptions.
- iv. All traditional and corporate wears that do not reveal sensitive parts of the body are acceptable.

Unacceptable Clothing

The following constitute inappropriate mode of dressing and will not be tolerated in the University environment (including Lecture Halls, Library, Laboratories, Examination Venues, Seminar Rooms, Faculties and Administrative building.

- i. Dress that exposes any sensitive parts of the body e.g., cleavage, chest, back, navel, thigh and armpit.
- ii. Clothes that reveal the armpits when hands are raised e.g. sleeveless/half sleeves.
- iii. Tight fitting wears.
- iv. Transparent/See Through Wears.
- v. Tattered Jeans/Ripped Jeans.
- vi. T-shirts with obscene inscriptions, depicting immorality, hooliganism, etc.
- vii. Skimpy dresses e.g., Spaghetti, Camisole only, body hugs, topless blouse and shorts.
- viii. Bathroom slippers are not acceptable within the administrative and academic areas.
- ix. Heavy make-ups.
- x. Sagging trousers.

Appendix XIV: Students' Affairs

The purpose of this evaluation tool is to assess the effectiveness and quality of the services provided by the Student Affairs department, ensuring that they meet the highest standards of excellence and align with the institution's mission and values.

(Scale: 1 = Strongly disagree; 2: Disagree; 3 = Not sure; 4 = Agree; 5 = Strongly agree)

| S/N | Criteria | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | The Student Affairs unit is responsive to my needs | | | | | |
| 2. | The staff are friendly and approachable | | | | | |
| 3. | The unit offers effective support services (e.g., counselling, academic advising) | | | | | |
| 4. | The staff are knowledgeable about university policies and procedures | | | | | |
| 5. | The unit fosters a sense of community and belonging | | | | | |
| 6. | The unit's programs and events are relevant and engaging | | | | | |
| 7. | The unit organizes programmes that promote an active and vibrant campus life | | | | | |
| 8. | The staff respect my diversity and individuality | | | | | |
| 9. | The unit effectively communicates important information to students | | | | | |
| 10. | Provide access to resources and services for students | | | | | |
| 11. | I feel supported in my academic and personal goals by the Student Affairs unit | | | | | |

Additional Comments:

Appendix XV: KIU Clinic

KIU Clinic is committed to providing high-quality healthcare services to our students and staff. As part of our ongoing efforts to improve and excel, we seek your feedback and evaluation of our services. Your input is essential in helping us identify areas of strength and weakness and making informed decisions to enhance our services and better meet your healthcare needs.

Your feedback is confidential and will be used solely for the purpose of improving our services. We appreciate your honesty and value your time. Thank you for helping us to continuously improve and provide the best possible care to our university community.

(Scale: 1 = Strongly disagree; 2: Disagree; 3 = Not sure; 4 = Agree; 5 = Strongly agree)

| S/N | Criteria | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | The clinic staff are friendly and welcoming | | | | | |
| 2. | The wait time is reasonable | | | | | |
| 3. | Patients' records are well kept and can be retrieved easily without delay | | | | | |
| 4. | The healthcare providers are knowledgeable and competent | | | | | |
| 5. | The clinic is clean and well-maintained. | | | | | |
| 6. | The appointment scheduling process is efficient | | | | | |
| 7. | The clinic staff respect my privacy and confidentiality | | | | | |
| 8. | The healthcare services I receive in the clinic is always effective | | | | | |
| 9. | The clinic offers excellent emergency medical services | | | | | |
| 10. | The support services – pharmacy, laboratory – are functional and efficient | | | | | |
| 11. | The clinic is always open (24 hours) and offers excellent services | | | | | |
| 12. | The staff are responsive to my concerns and questions | | | | | |
| 13. | The clinic offers excellent health education and medical counselling services | | | | | |
| 14. | I am satisfied with the quality of care I receive at the clinic | | | | | |
| 15. | I am likely to recommend the clinic to others | | | | | |

Additional comments:

Appendix XVI: Non-Academic Service Delivery Evaluation

KIU is committed to providing a supportive and inclusive environment that fosters student success, well-being, and satisfaction. Non-academic services play a vital role in enhancing the overall KIU experience, and we strive to deliver high-quality services that meet your needs and expectations.

Your input is valuable to us, and we encourage you to share your thoughts and opinions candidly. Your feedback will be used to make meaningful changes and improvements to our non-academic services, and we appreciate your participation in this evaluation process.

Service: (Select one)

Transcript Collection

Finance (e.g., payment of fees, clearance, refund)

Library (e.g., book borrowing, research assistance)

Healthcare (e.g., medical consultation, medication)

Transport (e.g., shuttle bus, parking)

Sports and Recreation (e.g., gym, sports facilities)

Others: (state which)

(Scale: 1 = Strongly disagree; 2: Disagree; 3 = Not sure; 4 = Agree; 5 = Strongly agree)

| S/N | Criteria | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1. | The service was delivered in a timely manner | | | | | |
| 2. | The wait time for the service was minimal | | | | | |
| 3. | The staff were friendly and helpful | | | | | |
| 4. | The service was of high quality and standard | | | | | |
| 5. | Communication was clear and effective | | | | | |
| 6. | The service was available when needed | | | | | |
| 7. | The service was easily accessible | | | | | |
| 8. | I was satisfied with the service overall | | | | | |

Additional Comments:

Appendix XVII: Assessment of the Quality Assurance Directorate

The Quality Assurance (QA) Directorate plays a vital role in ensuring the excellence and integrity of our institution's processes and services. As part of our commitment to continuous improvement, we seek to evaluate the effectiveness and efficiency of the QA directorate in achieving its goals and objectives.

This evaluation tool is designed to gather your perceptions and opinions on various aspects of the QA directorate's performance, and this will help us identify areas of strengths and weaknesses and make informed decisions to improve and enhance the QA directorate's services and overall performance.

Thank you for taking the time to participate in this evaluation.

(Scale: 1 = Strongly disagree; 2: Disagree; 3 = Not sure; 4 = Agree; 5 = Strongly agree)

| S/N | Criteria | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1. | The QA directorate has a clear vision and strategy | | | | | |
| 2. | The QA processes are well-defined and effective | | | | | |
| 3. | The directorate conducts regular audits and monitoring | | | | | |
| 4. | The directorate has a clear quality policy | | | | | |
| 5. | The directorate provides regular training and development opportunities | | | | | |
| 6. | The directorate communicates effectively with all stakeholders | | | | | |
| 7. | The directorate has sufficient human resources | | | | | |
| 8. | Staff have the necessary skills and knowledge | | | | | |
| 9. | QA Staff are effective and humane in their activities | | | | | |
| 10. | Stakeholders are satisfied with the QA directorate's services | | | | | |

Please provide any additional feedback or suggestions for improvement:

.....