THE UNIVERSITY OF THE WEST INDIES

QUALITY POLICY

A. Definition of Quality at The UWI

1. The University of the West Indies (The UWI) is committed to striving for excellence in teaching, research, innovation, public service, intellectual leadership, outreach, governance and administration.

2. In seeking to achieve these goals the University is guided by five interrelated dimensions of quality. These are: (i) fitness of purpose; (ii) fitness for purpose; (iii) value for money; (iv) transformative development of students and staff; and (v) adherence to high standards, including internal and external customer service standards.

3. *Fitness of purpose* refers to the University's ability to define objectives that are relevant to its stakeholders' needs and pursuant to its mission. This dimension of quality aims to evaluate the adequacy of the quality-related intentions of an organisation or programme.

4. *Fitness for purpose* refers to the University's ability to fulfil its stated objectives and mission at both institutional and programme levels. It is concerned with assessing an institution or programme against indicators and standards derived from its basic mission and stated objectives.

5. *Value for money* refers to the University's ability to demonstrate efficient and effective use of its human, physical, technological, information and financial resources.

6. *Transformative development* of students and staff refers to the University's ability to contribute to the enhancement of the knowledge, skills and attitudes of staff and students.

7. *Adherence to high standards* refers to the University's ability to consistently meet agreed service standards and/or apply best practice in its delivery of academic, professional, technical or support services and in its communications with internal and external stakeholders.

8. In fulfilment of The UWI Mission, these five dimensions of quality are applied to the management of all of The UWI's human, physical, technological, information and financial resources, internal operations and communications.

B. Purpose of Quality Policy

9. The Quality Policy of The University of the West Indies establishes the University's approach to Quality Management. It sets out the methods by which The UWI assures its stakeholders of the high quality of its academic and non-academic outputs, as well as all aspects of its educational provision (quality assurance). It also explains how it enhances the quality of its academic and non-academic outputs and educational provision (quality enhancement). The Quality Policy supports the achievement of The UWI's Mission and Vision. It also facilitates its continuing institutional and programme accreditation.

C. Scope

10. The Quality Policy applies to all academic and non-academic staff employed at or contracted to The UWI. This includes members of Executive and Senior Management, Administrative, Technical and Support staff, Senior Administrative and Professional staff and Academic staff.

11. The Policy applies equally to the University's academic operations (design and all modes of delivery of taught programmes and courses, research and innovation) and non-academic operations (design and delivery of administrative, financial, technical, professional and support services) as well as to its formal and public engagement.

D. Policy Statement

12. The UWI adopts a systematic approach to quality management. The UWI Quality Management System (QMS) is predicated on (1) The UWI definition of quality and (2) the implementation of The UWI Quality Management Framework (QMF). Together, these guide University Departments, Institutes, Schools, Centres, Units and Sites (DISCUS) in the development of internal quality objectives, standards, desired practice and quality management mechanisms that are aligned to the University's approach. The UWI is also committed to periodically reviewing its quality policy, its quality management framework and the functioning of its quality management system to ensure their continued relevance and effectiveness.

E. The UWI Quality Management Framework

13. The UWI QMF is based on the concept of the Quality Cycle, which comprises four stages: Planning, Implementation, Evaluation and Improvement. The UWI is, therefore, committed to systematically planning its activities and establishing targets; monitoring and evaluating these activities, their outputs and outcomes; and using the results to improve its operations and outputs in relation to teaching, research, innovation, public service, intellectual leadership, outreach, governance and administration.

<u>Planning and Implementation Processes</u>

Strategic & operational planning

14. The UWI's Mission and Vision establish its overarching aims for the long- and medium term, while its Strategic Planning process produces five-year Strategic Plans which establish key strategic themes, goals and objectives. These are implemented through initiatives set out in Campus- and DISCUS-level operational plans.

15. All operational plans should include measurable targets related to one or more of the five dimensions listed in the University's definition of quality.

Development, documentation and implementation of policies and procedures

16. In addition to the Strategic Planning process, the University provides detailed guidance on planning and implementation in relation to the quality of specific aspects of its human, physical, technological, information and financial resources; internal academic and administrative operations; and communications through approved and documented policies and procedures. Such policies and procedures must be easily accessible for reference by staff and other stakeholders, as relevant.

17. All policies and procedures must be based on the following: consultation with all relevant stakeholders, consideration of any applicable statutory or accreditation requirements, reference to best practice at higher education institutions or other relevant entities and reference to the University's definition of quality.

18. The University is committed to providing adequate resources and support to enable implementation of its approved policies and procedures.

Evaluation and Improvement Processes

19. The University has instituted processes to facilitate evaluation and enhancement of the quality of its academic and non-academic operations and outputs. These include processes for continuous monitoring and periodic review of (1) the operations of a specific DISCUS or (2) a specific operational process, which may span multiple DISCUS. Evaluation processes must emphasize the value of soliciting and taking account of the views of external stakeholders.

20. Evaluation processes must be followed by processes for development of improvement plans and subsequent periodic reporting/ follow-up on the implementation of initiatives detailed in improvement plans.

21. Improvement initiatives are expected to be integrated into DISCUS operational plans as far as possible in order to re-initiate the Quality Cycle.

Internal and external reviews

22. The University's approach to evaluation and review underscores both self-reflection and external reference. Review processes may include a stage during which a DISCUS prepares a self-assessment

of its performance in relation to its quality objectives (previously established, either during its planning processes or by University policy). Reviews of the quality of output and operations of a specific unit, or the implementation and outcomes of a specific process, may be undertaken or coordinated by an independent unit of the University appointed for this purpose.

Institutional research

23. The University will undertake internal periodic quantitative or qualitative assessments of the quality of its operations and outputs through research studies involving students, staff and other stakeholders.

Capacity-building

24. The University will provide support for the implementation of corrective actions and improvement initiatives arising out of its evaluation exercises. This support will include in-house and external training or consultancy to develop or enhance the competencies of staff where appropriate.

F. Elements of the UWI Quality Management System

25. The elements of the UWI Quality management System are detailed in Appendix 2: Elements of the UWI Quality Management System.

F. Role of the University's Quality Management Team

26. The University has appointed a Quality Management Team (QMT) to oversee and coordinate its quality management processes.

27. Terms of reference of the QMT:

1) Promote implementation of the Quality Management System (QMS) throughout The UWI

2) Promote personal and unit responsibility for quality at The UWI

3) Receive annual reports from Senior Managers on the application of The UWI Quality Policy across academic and non-academic operations of the University on the Campuses and in the Vice Chancellery

4) Assess the reports at (3) above for any duplication of function

5) Monitor follow-up action

6) Identify and promote the dissemination of best practices as a quality enhancement process

7) Recommend measures to enhance the QMS

8) Establish working groups/sub-committees to undertake studies on issues impacting upon the optimum functioning of the QMS

9) Review The UWI Quality Policy and amend as necessary.'

28. Membership of the QMT:

Pro Vice Chancellor, Undergraduate Studies
Pro Vice Chancellor, Graduate Studies & Research
Pro Vice Chancellor, Planning & Development
University Registrar
University Bursar
University CIO
University Librarian
Deputy Principals
Campus Registrars
Senior Programme Officer, Quality Assurance Unit (nominated by PVC BUS and PVC GS&R)
University Management Auditor
Representative of the Inter-Campus Guild of Students
*[Chair appointed from among members by the Vice Chancellor]

CENTRE
Office of Administration
University Office of Planning and Development
University Office of Finance, Marketing & Communications
Board for Undergraduate Studies
Board for Graduate Studies & Research
Quality Assurance Unit
School for Graduate Studies & Research
University Management Audit Department
Office of Research
Office of University Chief Information Officer
Office of University Librarian

CAMPUS
Office of Campus Principal
Office of Deputy Principal
Office of Campus Registrars
Campus Committee for Graduate Studies & Research
School for Graduate Studies & Research
Division of Open Campus Country Sites
Academic Board
Deans
Office of Campus Librarian
Faculty Boards
Heads of Departments
Academic Quality Assurance Committee
Teaching & Learning Committee, Cave Hill
Campus Quality Assurance Office, Cave Hill
Centre for Excellence in Teaching & Learning
Institutional Effectiveness Committee, St Aug

CENTRE
Office of Administration
University Office of Planning and Development
University Management Audit Department
University Audit Committee
Campus Committees on Examinations
Quality Assurance Unit
Office of University Chief Information Officer
Office of University Librarian

CAMPUS
Office of Deputy Principal
Office of Campus Registrar (e.g. inclusion of student awards)
Campus Committee for Graduate Studies & Research
School for Graduate Studies & Research
Division of Open Campus Country Sites
Committee for Social Development & Research, Open Campus
Academic Quality Assurance Committee
Teaching & Learning Committee, Cave Hill
Centre for Excellence in Teaching & Learning
Campus Planning Office
Campus Quality Assurance Office, Cave Hill
Institutional Effectiveness Committee, St Aug
Office of Campus Librarian

CENTRE
Office of the Vice Chancellor
Office of Administration on Students Human Resources Management
University Office of Planning and Development
Office of Finance, Marketing & Communications
Board for Undergraduate Studies
Board for Graduate Studies & Research
Quality Assurance Unit
Offices of Campus Coordinator, Graduate Studies & Research
Office of Research
Office of University Chief Information Officer
Finance & General Purposes Committee
University Appointment Committee
Office of University Librarian

CAMPUS
Office of Campus Principal
Office of Deputy Principal (with portfolio for quality)
Office of Campus Registrar (student human resource management)
Academic Boards
Finance & General Purposes Committee
Deans
Faculty Boards
Academic Quality Assurance Committee (responsible for design/quality medical programmes)
Teaching & Learning Committee, Cave Hill
Division of Open Campus Country Sites
Committee for Social Development & Research, Open Campus
Campus Committee for Graduate Studies & Research
Heads of Departments
Campus office for planning & institutional research
Campus Committee for Graduate Studies & Research
Office of Graduate Studies & Research
Centre for Excellence in Teaching and Learning
Campus Quality Assurance Office, Cave Hill
Office of Marketing & Communications
Campus Information Technology Services
Campus Audit Committee
Campus Committee
Office of Campus Librarian

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Office of Campus Librarian