

## 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.

### Planning and Implementation Processes

### *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 Director, 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 Director of Information Officer  
Office of University Librarian

**CAMPUS**

Office of the Vice-Chancellor  
Office of Deputy Principal  
Office of the Registrar  
Campus Committees for Graduate Studies & Research  
School for Graduate Studies & Research  
Division of Open Campus Country Sites  
Academic Boards  
Deans  
Office of Campus Librarian  
Planning Board  
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 Augustin's

**CENTRE**

Office of the Vice-Chancellor  
Office of Administration (includes human resource management)  
University Office of Planning and Development  
Office of Director, Marketing & Communications  
Board for Undergraduate Studies  
Board for Graduate Studies & Research  
Quality Assurance Unit  
Office of Campus Coordinator, Graduate Studies & Research  
Office of Research  
Office of University Director of Information Officer  
Finance & General Purposes Committee  
University Management Audit Department  
University Appointments Committee  
Office of University Librarian

**CAMPUS**

Office of Campus Librarian  
Office of Deputy Principal (with portfolio for quality)  
Office of Campus Registrar (includes human resource management)  
Academic Boards  
Finance & General Purposes Committee  
Deans  
Faculty Boards  
Academic Quality Assurance Committee (approval of new or significantly revised programmes)  
Teaching & Learning Committee, Cave Hill  
Division of Open Campus Country Sites  
Consentium for Social Development & Research  
Open Campus  
Campus Committees for Graduate Studies & Research  
Heads of Departments  
Campus office for planning & institutional research  
Campus Committees 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 Council  
Office of Campus Librarian

**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 Director of Information Officer  
Office of University Librarian

**CAMPUS**

Office of Deputy Principal  
Office of Campus Registrar (e.g. evaluation of student assessment boards)  
Campus Committees for Graduate Studies & Research  
School for Graduate Studies & Research  
Division of Open Campus Country Sites  
Consentium for Social Development & Research, Open Campus  
Academic Quality Assurance Committee  
Teaching & Learning Committee, Cave Hill  
Centre for Excellence in Teaching & Learning  
Campus Quality Assurance Office, Cave Hill  
Institutional Effectiveness Unit, St Augustin's  
Office of Campus Librarian

**CENTRE**

Office of Administration  
Office of Director, Marketing & Communications  
Office of the Board for Undergraduate Studies  
Office of the Board for Graduate Studies  
Office of Research  
Office of University Director of Information Officer  
Office of University Librarian

**CAMPUS**

Office of Campus Librarian  
Office of Deputy Principal (with portfolio for quality)  
Office of Campus Registrar  
Campus Committees for Graduate Studies & Research  
School for Graduate Studies & Research  
Teaching & Learning Committee, Cave Hill  
Division of Open Campus Country Sites  
Consentium for Social Development & Research  
Open Campus  
Academic Boards  
Deans  
Heads of Departments  
Office of Quality Assurance Office, Cave Hill  
Centre for Excellence in Teaching and Learning  
Office of Information Development & Technology  
The JCR, St Augustin's  
Office of Campus Librarian

