

# **Federal University of Technology, Minna**



## **Quality Assurance and Productivity Policy**

**2023**

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## **Introduction**

Quality Assurance is the maintenance of a desired level of quality in a service or product, especially by means of attention to every stage of the process of delivery or production. For the institutions of higher learning to effectively and efficiently carry out their core mandates of teaching, learning and research to promote community engagement, quality assurance mechanisms are required to keep institutions on their toes with respect to services promised. Quality Assurance is, in actual sense, conformity with requirements and fitness for use of a product or service. Simply put, Quality Assurance is all about excellence (high standard), perfection (with minimal or zero defect), fitness for purpose (into mission and vision of the institution), value addition (for effectiveness and efficiency) and transformation (for enhancement and empowerment of students). It also brands (of superior products), relevance (in terms of required education and learning) and meeting or surpassing the set standard. Therefore, if quality is ensured in the University, there will be efficiency, productivity, high retention rate, high completion rate and high satisfaction.

## **Quality Assurance in Federal University of Technology, Minna**

The idea to create Quality Assurance and Productivity (QAP) Unit of Federal University of Technology (FUT), Minna was hatched in 2009, following the National Universities Commission's (NUC) directive instructing all Nigerian Universities to do so. By the year 2010, the QAP Unit was created at FUT Minna as a part of Academic Planning Unit. Though in existence, it was not fully operational in carrying out its mandate as envisaged by the NUC.

However, in February 2011, the University Management in its proactive policy decision and in compliance with the NUC's directive excised it out of Academic Planning Unit and made it a separate Unit of its own under the Vice- Chancellor's Office. In its inception, QAP Unit was a one-man operation given sole mandate of ensuring regular attendance of classes by lecturers. Gradually, the Unit grew with many staff and sections who are covering the entire University activities for effective service delivery.

## **Philosophy**

The philosophy of Quality Assurance and Productivity Unit is to ensure that the University meets the laid down Benchmark Minimum Academic Standards (BMAS) to attain high quality service delivery to the end users, as well as prompt detection of non-conformity for timely and effective corrective actions.

**Vision**

To engage the various constituents in developing strategies towards ensuring effective coordination, streamlining and evaluation of the academic development processes that lead to effective student learning outcomes and thus making FUT Minna an institution of excellence in Nigeria.

**Mission**

To continually provide the appropriate quality assurance measures and implementing the best practices to University-wide system by collaborating with all stakeholders for an improved and efficient service delivery.

**Purpose of Quality Assurance Policy**

The purpose of Quality Assurance Policy in Federal University of Technology, Minna is to enhance the quality of core mandates of teaching, learning and research to promote community engagement, supported by high quality staff and high quality service delivery by academic and non-academic support services with quality infrastructure and facilities to ensure the realization of the vision of the University.

**Mission of Quality Assurance Policy**

Mission of the quality assurance policy is to: stipulate guidance to staff, students and stakeholders on the quality assurance minimum requirement for various academic and administrative activities in the University; boost confidence of the general public that service delivery at Federal University of Technology, Minna are of the highest international standards; and to protect the integrity of certificates offered by Federal University of Technology, Minna.

**Quality Assurance and Productivity Unit**

Quality Assurance and Productivity Unit shall be managed by a Director who will oversee the daily activities of the Unit on behalf of the Vice Chancellor. The Director shall be assisted by a Deputy Director, Quality Assurance Officers and an Office Clerical Assistant.

**Functions of Quality Assurance and Productivity Unit**

Following are the functions of Quality Assurance and Productivity Unit:

- a. Develop and oversee implementation of the quality assurance policy in the University;
- b. Set performance standards and guideline to guide University's quality assurance operations as well as instruments for internal evaluations;

- c. Assess resource availability for teaching/learning, research and community services and advise accordingly;
- d. Coordinate programmes and units for institutional self-evaluation on quality assurance and productivity;
- e. Collate, analyze and evaluate data for improving the quality of teaching/learning, infrastructures, facilities, projects and service delivery.
- f. Provide advice and input in quality assurance development in the University.
- g. Initiate and maintain links with quality assurance units in other institutions of higher learning and regulatory bodies for partnership and mutual benefit;
- h. Monitor quality of teaching, learning, research and outreach services;
- i. Carry out trainings on quality assurance issues periodically;
- j. Keep in-touch with topical quality assurance matters at national, regional and international levels and suggest how University can key in;
- k. Monitor the implementation of the University's strategic plan in compliant with quality assurance;
- l. Serve as a feedback mechanism for students, parents, and other stakeholders on quality assurance;
- m. Network with others to organize inter and intra institutional quality assurance conferences and workshops; and
- n. Execute any other quality assurance related duties as shall be determined by the University;

**Role of Quality Assurance and Productivity Unit in Best Practices**

- i. The Quality Assurance and Productivity Unit shall share best practices with those concerned with quality assurance implementation at Federal University of Technology, Minna. This shall be done by organizing workshops to disseminate experiences, successes and challenges faced in the execution of quality assurance system.
- ii. The Unit shall publish or develop website to provide information to students, staff and other stakeholders about quality assurance activities of the University.

### **Duties of Director of Quality Assurance and Productivity Unit**

The main duties of the Director of Quality Assurance and Productivity Unit shall include the following:

- i. Provide leadership for quality assurance and best practices at the University.
- ii. Initiate development of quality assurance initiatives in the University.
- iii. Lead in the implementation of quality assurance initiatives in the University.
- iv. Develop and promote quality assurance mechanisms in the University.
- v. Formulate and review University's quality assurance enhancement policies and strategies.
- vi. Plan regular capacity building workshops for both academic and non-academic staff.
- vii. Perform other duties that may be assigned by the Vice Chancellor.

### **Functions of Director of Quality Assurance and Productivity Unit**

The Director shall be in charge of Quality Assurance and productivity issues in the University answerable to the Vice Chancellor. In that capacity, the Director shall fulfil the following functions:

- a) Ensure quality monitoring of activities in all University operations and functions;
- b) Coordinate periodic internal self-evaluation of different Units of the University;
- c) Render technical support on Quality Assurance matters to the University;
- d) Keep the University abreast of new developments in Quality Assurance issues for institutions of higher learning at the regional and global levels;
- e) Represent the University on issues of quality assurance at the national and international forums on higher education;
- f) Write periodic reports to the Vice Chancellor on the overall quality status of the University activities and facilities; and
- g) Perform any other quality assurance related duties as shall be determined by the University.

### **Duties of Deputy Director**

Director of Quality Assurance and Productivity Unit shall be assisted by a Deputy Director.

The main duties of the Deputy Director are to:

- i. assist in overseeing all the activities of Quality Assurance and Productivity Unit;
- ii. plan Quality Assurance Lecture Series (QAP day);

- iii. represent the Director in the meetings when instructed;
- iv. organize in-house training for quality assurance unit staff; and
- v. perform the functions of the Director in his/her absence.

### **Chief Quality Assurance Officers**

The Quality Assurance and Productivity Unit shall have Chief Quality Assurance Officers responsible for Monitoring and Evaluation, Research and Statistics, Training and Human Development and ICT Services sections.

### **Job Description for Chief Quality Assurance Officers**

1. **Monitoring and Evaluation Section:** To be responsible for all monitoring activities including but not limited to lectures, examinations, new and existing structures, special programmes and occasions, compliance with extant rules.
2. **Research and Statistics Section:** To be responsible for research activities of the Unit including but not limited to conduct and analysis of surveys, analysis of data from other sources, initiation and conduct of research to solve problems within the University and its environment.
3. **Training and Human Development Section:** This section is to be responsible for training of the Unit's staff and the entire University. The duty shall include organizing local and international trainings for QAP staff, requisite trainings for different organs of the University, evaluating skill gaps and organizing trainings to bridge the gaps.
4. **ICT Services Section:** This section will be responsible for all ICT services of the Unit including but not limited to recommendation and procurement of ICT equipment and services, updating ICT needs and knowledge base of the Unit to meet up with the global trends.

### **Quality Assurance Officers**

The Unit shall also have Quality Assurance Officers II, Quality Assurance Officers I, Senior Quality Assurance Officers, Principal Quality Assurance Officers who will assist Chief Quality Assurance Officers and provide administrative support to the Unit.

### **Scope of the Policy**

The Scope of the Quality Assurance and Productivity Policy includes all the functional units of Federal University of Technology, Minna and the activities they perform, namely the three core

academic activities of teaching-learning, research and community services. Thus, the scope of this policy applies to:

1. All Departments, Centres and Units of the University (both academic and non-academic).
2. Academic programmes, courses, and services offered by the University.
3. Staff, Students, facilities, research and community service activities of the University.

### **Quality Assurance Mechanisms**

Quality assurance in Nigerian Universities is a process of continuous improvement in the quality of teaching/learning activities, research and community services achieved through the pathways of employing mechanisms, internal and external to the Universities. For Higher Education Institutions (HEIs), ensuring quality requires both internal and external mechanisms. The external Quality Assurance mechanisms include accreditation by regulatory bodies like Federal Ministry of Education through National Universities Commission (NUC) and professional bodies like the Council for Regulation of Engineering in Nigeria (COREN) and others, as well as visitation panel from Presidency/National Assembly, and rating/ranking by external bodies. Other forms of external quality assurance include: engaging external examiners for moderating examination questions, appointing external examiners for the award of research degrees, and nominating external examiners to assess the CV and publications of staff who apply for promotion.

The internal Quality Assurance mechanism is majorly the responsibility of the Quality Assurance Unit of HEIs. The duty of the Unit is mainly to ensure that the University qualitatively achieves its vision, mission and objectives as enshrined in the strategic plan and detailed in the plan of activities by Academic Planning Unit (APU). To enhance internal quality in the system, programmes are regularly subjected to internal review in a participatory manner to reflect developments in the areas of studies during University retreats. The Internal Quality Assurance mechanisms generally focus on the quality of programmes, courses, staff, teaching, learning, research, student performance assessment, administration, support services, resources and facilities.



## **Monitoring and Quality Teaching Committee**

As part of internal quality assurance mechanism, the University constituted a high-power Monitoring and Quality Teaching Committee. The Committee is to ensure that lecturers teach effectively and cover course contents adequately as well as to obtain feedback from students regarding the performance of course lecturers. The Committee pays unscheduled visits to classes and laboratories to monitor teaching/learning and default staff are invited for meeting with the Committee for interactions and appropriate sanctions for confirmed infractions.

## **Quality Assurance Tools and Strategies for Assessment/Evaluation**

In order to get the work of quality assurance done in the University, the following instrument and strategies shall be deployed by Quality Assurance and Productivity Unit for appropriateness and effectiveness of service delivery in the University. Those tools and strategies are enumerated below:

1. **Students/Lecturer Evaluation (SLE):** This survey solicits students' opinions on varieties of teachers' Knowledge, Skills and Abilities (KSA), attendance to classes, punctuality, fairness, friendliness, etc. on a particular course of instruction.
2. **Exit Survey of Graduating Students (ESGS):** This survey is mainly for graduating students. It covers students' experiences in the following areas: services/programmes, departments, registration process, bursary services, library services, quality of teaching, teachers' accessibility and attitudes, living conditions such as the hostels, how much they value the degree they have attained from FUT Minna and so on.
3. **Institutional Survey of Student Engagement (ISSE):** This survey is carried out to determine the level of interactions between students and teachers in the University.
4. **Assignment of Responsibility (AoR) Form:** This form is used to calculate the percentage input of all Academic Staff of the University in the areas of teaching, research, administration and community services. This enables the Management to evaluate the Full Time Equivalent (FTE) of the staff.
5. **Monitoring and Evaluation (M&E):** This tool is used to monitor instructional activities (such as lectures, practical, tutorials and examinations) and non-instructional activities such as students' hostels, clinic, offices/units and so on.

6. **Targeted Workshop/Seminar (W&S):** QAP Unit plans and conducts workshops and seminars for both academic and non-academic staff. These exercises are aimed at improving the social and academic well-being of stakeholders.
7. **Analysis of Students Results (CGPA):** This tool analyses students CGPA with a view to establishing patterns and compare students' performances within Departments, Schools and University.
8. **Survey on Units' Services (SoU):** QAP Unit conducts survey on the critical Units of the University in order to offer feedback on the strength and areas that need improvement. The survey reveals the current realities with respect to perception about the Unit's services.
9. **Survey on Officers (SoO):** The Unit also conducts survey on Principal Officers and Heads of critical Units to ascertain their effectiveness and offer constructive feedback on their activities.
10. **Constructive Consultation (CC):** This tool is employed to engage with staff and students with a view to resolving issues.
11. **Official and Unofficial Interactions (OUI):** Through official and unofficial interactions, the Unit obtains intelligent information from staff, students and the community.
12. **Graduate and Employers' Tracer Studies (GETS):** This tool is used to solicit information from graduates on their perceptions of the training received as well as getting feedback from employers on the performance of our graduates.
13. **African Quality Rating Mechanism (AQRM):** It is an internal rating tool for self-evaluation and institutional self-improvement. This instrument contains 49 specific indicators for institutional quality review and 35 indicators for programme quality review. Quality rating at the institutional level covers governance and management, infrastructure, finances, teaching/learning, research/publication/innovation and societal engagement. While quality rating at the programme level covers programme planning/management, curriculum development, teaching/learning, assessment and programme results.
14. **Course Evaluation (CE):** The tool is used for evaluating courses taught by lecturers to ascertain the quality of teaching by each lecturer.

The above enumerated tools and strategies shall be applied in Departments, Centres and Units listed below namely:

Vice Chancellor Office (VC)

Registry

Bursary

Library

Information and Publication Unit

Student Support

Information Technology Service Unit (ITS)

Schools

Departments

Security

Directorate for Research, Innovation and Development (DRID)

Procurement

Centre for Open Distance and e-Learning (CODEL)

Entrepreneurship

Search FM

Sports

Health Services

Students Affairs

Academic Planning Unit (APU)

Works Department

Physical Planning and Development Unit (PPDU)

West African Science Service Centre on Climate Change and Adapted Land Use (WASCAL)

Centre of Disaster Risk Management & Development Studies (CDRMDS)

Centre for Human Settlement and Urban Development (CHUSD)

Industrial Liaison Unit/SIWES

Academic Publishing Unit (APC)

Directorate for Collaborations Affiliations and Linkages (DCAL)

Advancement and Development Office (ADO)

Anti-Corruption and Transparency Unit (ACTU)

SERVICOM Unit

Centre for Genetic Engineering and Biotechnology (GIBEX) (CGEB)

African Centre of Excellence on Mycotoxin and Food Safety (ACEMFS)

Transport Unit

## QAP MODEL

The following diagram depicts the strategy adopted by QAP using the tools enumerated above:

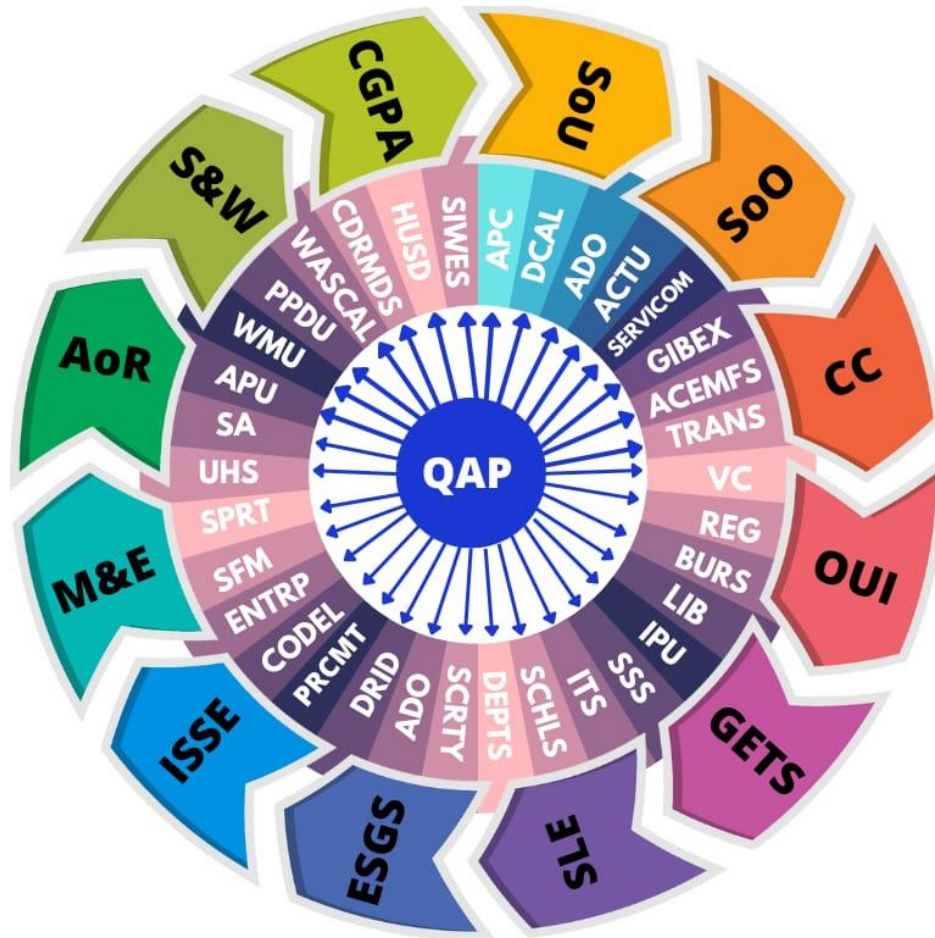


Figure 1: Units/Tools QA Model

For further clarity, the table below expands the diagram above in a Units/Tools matrix

Table 1: Units/Tools Matrix

UNIT/TOOL	SL E	ESG S	ISSE	M&E	AoR	S&W	CGPA	SoU	SoO	CC	OUI	GET S
VC's Office		✓		✓				✓	✓	✓	✓	
Registry		✓		✓		✓		✓	✓	✓	✓	
Bursary		✓		✓		✓		✓	✓	✓	✓	
Library		✓		✓		✓		✓	✓	✓	✓	
Information		✓		✓		✓		✓		✓	✓	
Student Support		✓		✓		✓		✓		✓	✓	
ITS		✓		✓		✓		✓		✓	✓	
Schools	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓
Departments	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓
Security		✓		✓		✓		✓		✓	✓	
DRID				✓				✓		✓	✓	
Procurement				✓		✓		✓		✓	✓	
CODEL	✓	✓		✓	✓	✓	✓	✓		✓	✓	
Entrepreneurship		✓		✓		✓		✓		✓	✓	
Search FM		✓		✓				✓		✓	✓	
Sports		✓		✓		✓		✓		✓	✓	
Health Services		✓		✓		✓		✓		✓	✓	
Students Affairs		✓		✓		✓		✓		✓	✓	
APU				✓		✓		✓		✓	✓	
Works		✓		✓		✓		✓		✓	✓	
PPDU				✓		✓		✓		✓	✓	
WASCAL	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	
CDRMDS	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	
CHUSD	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	
SIWES		✓		✓		✓		✓		✓	✓	
APC				✓				✓		✓	✓	
DCAL				✓		✓		✓		✓	✓	
ADO				✓		✓		✓		✓	✓	✓
ACTU		✓		✓		✓		✓		✓	✓	
SERVICOM		✓		✓		✓		✓		✓	✓	
GIBEX				✓		✓		✓		✓	✓	
ACEMFS	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	
Transport		✓		✓		✓		✓		✓	✓	

**Quality Assurance and Assessment of Quality Service Delivery**

Quality assurance and assessment of quality service delivery by Quality Assurance and Productivity Unit shall focus on the following activities and other quality related issues:

### **Schools and Departmental Administration**

- Maintenance of transparent and open-door policy.
- Submission of monthly minutes of Departmental and School Meetings to the office of Vice-Chancellor.
- None overburdening of lecturers with supervision in order to ensure thoroughness.
- Prompt implementation of appropriate sanctions for confirmed infractions.
- Staff ICT compliant and proper orientation.
- Provision of backups for students' records.
- Carrying of adequate teaching workload by lecturers.
- Early commencement of lectures on resumption.
- Provision of current and adequate books, learning materials and teaching aids.
- Proper monitoring of adjunct and part-time lecturers.

### **Teaching/Learning in Schools and Departments**

- Procedures in place for new staff induction and upgrading of teaching skills.
- Development of policy or criteria for staff mentorship.
- Provision of sufficient opportunity for students to engage with staff in small groups. individually or via electronic platforms.
- Regular attendance of classes by lecturers.
- Mode of delivery taking into account the needs and challenges of all targeted students.
- Regular subjecting of courses to internal and external review in a participatory manner to reflect changes.
- Appropriate balance of theoretical, practical and experiential knowledge (where applicable).
- Systems in place for external examiners.
- Using variety of assessment methods in the programmes.
- Monitoring of student's progress throughout the programme and provision of early warning for students at risk.
- Providing quality feedback to students.

- Establishment of linkage with potential employers that facilitate graduate employment.
- Conducting tracer studies of graduates and their employers to obtain feedback on performance of graduates.

### **Examination Administration in Schools and Departments**

- Careful selection of people of integrity to handle examination.
- Provision of a platform for students to report any form of victimization.
- Introduction of standard record keeping system.
- Allocation of manageable number of courses to lecturers.
- Provision of adequate male and female invigilators in examination halls to screen students before they are allowed in.
- Proper arrangement of seats and adequate spacing of students in the examination halls to curb malpractices and enhance effective supervision.
- Avoiding of discouraging comments and actions by lecturers to alleviate students fear for examinations.
- Student project topics targeted at solving environmentally peculiar problems.
- Organizing pre-project writing seminars to build confidence in students and to warn them of dangers of research fraud.
- Vetting of examination results by Departmental and School Board Meetings before Senate approval.

### **Contract Awards**

- Strict adherence to the Public Procurement Act and invocation of Due Process.
- Awarding contracts to competent contractors following due process.

### **Management of Funds**

- Regular payment of staff entitlements.
- Adoption and usage of bottom-up approach to the budget development process.
- Ensuring strict adherence to budgetary rules.
- Prompt response to internal and external audit queries.
- Regular publication of income and expenditure accounts of the University.
- Effective internal control system including the use of internal audit system.



- Prompt and regular auditing of institution's accounts by external auditors to ensure transparency in accounting processes.

### **Student Affairs Office**

- Maintenance and provision of adequate utility services in the hostels.
- Provision of recreational and sporting facilities for student's welfare.
- Openness and transparency in the allocation of bed space to students.
- Adherence to the appropriate number of allocations of student per room devoid of squatters.
- Proper hygiene and regular sanitation of hostels and environment.
- Posting of adequate number of portress to female hostels.
- Keeping away of traders out of the hostels.
- Provision of adequate security staff to secure the hostels.
- Provision of student support services such as guidance/counselling and tutorials.
- Accurate capturing and timely mobilization of graduates for National Youth Service Corps (NYSC).

### **Works and Physical Planning and Development Unit (PPDU)**

- Carrying out of maintenance work without demanding for gratification.
- Avoiding doing sub-standard work.
- Refraining from over-quotation of price for maintenance works.
- Abstaining from conniving with contractors.
- Avoiding being sub-contractors to the contractors.
- Provision for maintaining utilities and ensuring that appropriate safety measures are put in place.

### **Security Unit**

- Reporting on duties early.
- Avoiding sleeping on duty.
- None absconding from duties.
- Closing from the duty post at the right time.
- Proper hand-over of duties.
- Adequate security for University community.

## **Registry**

- Treating files promptly without delay.
- Accurate and timely processing of results and transcripts.
- Punctual and closing from the office at the right time.
- Prompt delivery of mails.
- Timely processing of pension benefits.
- Accurate documentation and proper record of students.
- Timely processing and issuance of Identification Cards.
- Prompt processing of appointment and promotion cases.

## **University Health Services**

- Attending to emergencies without delay.
- Attending to and treating patients without delay.
- Punctual to and closing from the office at the right time.
- Commitment to duty and upholding of Hippocratic oath.

## **Academic Planning Unit**

- Allocation of sufficient lecturing spaces to accommodate student numbers taking the mode of delivery into account.
- Allocation of sufficient learning/studying space for students including access to learning resources.
- Providing access to computer resources and internet services for staff and students.
- Provision of sufficient laboratories with up-to-date equipment.

## **Directorate for Research, Innovation and Development**

- Development of policy/strategy on Innovation, Intellectual Property Ownership and Technology Foresight.
- Attraction of research grants from national or international sources.
- Publications of research by staff and students in reputable and accredited academic journals and apply for patents.
- Presentation of researches at national and international conferences.
- Establishment of linkages to promote international joint research and publications.

## **Community Engagement**

- Development of policy for engaging with the local community or society in general.
- Development and implementation of strategies by Departments for community engagement.
- Dissemination of information on community engagement activities to the local community.
- Offering of relevant short courses to the community based on identified needs and economic opportunities.
- Making facilities available to the local community (where possible).

## **Information Technology Services**

- Management Information System in place for managing both staff and students' data/information.
- Provision of strong and efficient internet connectivity.
- Resolving Staff-Students' online issues promptly.

## **Library**

- Maintaining up to date library with current and e-learning facilities to support academic learning.
- Proper catalogue of books.
- Ensuring safety of library resources.

## **Policy Development, Operationalization and Reviews**

### **Policy Development**

The Vice Chancellor appointed a Committee to oversee the production of quality assurance policy with a given period to complete the assignment. The Committee consist of experienced staff and stakeholders in the work of the University and has a good knowledge of applicable quality assurance standards. The Committee received inputs from units of the University and other external stakeholders including Association of Quality Assurance and Productivity Professionals (AQAPP), Committee of Directors of Academic Planning of Nigeria Universities (CODAPNU) and drafted the policy based on laid down Benchmark Minimum Academic Standards (BMAS), global quality assurance standards and best practices. This was followed by the presentation of the drafted policy by the Committee to the University Management and

Senate for their inputs and approval. Thereafter, the policy was presented by the University Management to the University Governing Council for final approval. After final approval, QAP Unit operationalize the policy by developing operation manual to make sure that the University community abides by the provisions of the policy.

### **Operationalization of Policy**

The provisions of the Policy became operational upon its approval. The Quality Assurance and Productivity Unit of the University oversees the formulation of operational manuals, monitoring and evaluation tools, guidelines and regulations to guide the process of ensuring that the University abides by the set Quality Assurance standards.

### **Policy Reviews**

Quality assurance policy provisions are subject to both internal and external reviews as conditions and circumstances may require. Internal reviews are periodic reviews carried out by Federal University of Minna to meet contemporary demands and other quality assurance issues. Internal review is conducted by the established Quality Assurance and Productivity Unit in collaboration with different departments, units, sections and divisions of the University. While external review is done by stakeholders external to the University and may include academic experts from other Universities, regulatory bodies as well as professional bodies such as Association of Quality Assurance and Productivity Professionals (AQAPP) and Committee of Directors of Academic Planning of Nigeria Universities (CODAPNU). These bodies have recognized and credible professional knowledge of quality assurance. When the policy is reviewed, the revised version of the document shall supersede the former one. The Quality Assurance and Productivity Policy shall be reviewed after every five years.



Director, Quality Assurance and Productivity