

UNIVERSITY OF SAINT JOSEPH MBARARA (USMJ)



BENCHMARKING POLICY 2023

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Background

The Archdiocese of Mbarara (AoM) started a university as part of its mission and mandate to establish educational institutions of different levels to share in the salvific ministry of Christ by being the salt and light to the world. The founders coined the name: University of Saint Joseph Mbarara (USJM), for the university from St. Joseph, foster father to Jesus and the patron Saint of the pioneer St. Joseph Technical School, whose tradition of hard workmanship and community responsive education, USJM is to uphold.

The personal qualities and values of St. Joseph, the worker, such as integrity, hardworking, commitment, are behind this tradition, and the University will uphold them. USJM aims at total orientation and focus on tertiary education that meets community needs and engineers' socioeconomic transformation. It delivers relevant, affordable, high quality, inclusive and community-responsive university education. The University of Saint Joseph Mbarara derives its vision and mission from the Christian understanding of the integral growth of a person.

- i. **Vision:** A leading center for integrated community responsive university education.

- ii. **Mission:** To provide holistic education for sustainable development.
- iii. **Motto:** Foster Excellence and Integrity (***Praestantia et Integritate Foveat***).
- iv. **Slogan:** For and With the Community.
- v. **Philosophy:** Community-Responsive and Engaged university education.

Core Values

- a. God fearing,
- b. Integrity,
- c. Excellence,
- d. Accountability,
- e. Community responsiveness.

vi. Objectives:

- a. To provide relevant university education.
- b. To promote research and innovation among the students.
- c. To nurture citizens of integrity and sense of common good.

- d. To nurture students with demand-oriented skills.
- e. To promote best practices in institutional governance.
- f. To promote pastoral mission of the church.

It is USJM commitment to encourage the development of each individual through education at all levels, stressing in particular the creation/promotion of an environment where intellectual and moral values are priorities. Since the person is at the center of all growth and development, both at individual and societal levels, all members of the community respect each other in an attempt to create an environment of openness and trust. The University is committed to promoting justice, respect, solidarity, human rights, equality, and environmental protection, both in its own community and society in general.

Introduction to Benchmarking Policy

- i. **Purpose:** To enhance the quality of education, research, and community service by comparing practices and performance with leading academic institutions in Uganda and beyond.
- ii. **Scope:** This policy applies to all faculties, departments, and administrative units of the University of Saint Joseph Mbarara.

Objectives of the Policy

- i. Identify and adopt best practices in teaching, research, and community engagement.
- ii. Improve institutional performance, student retention, and graduation rates.
- iii. Foster a culture of continuous improvement and innovation within the university.
- iv. Strengthen partnerships with other universities and local organizations.

3. Definitions

- i. **Benchmarking:** The systematic process of comparing the university's performance metrics with those of peer institutions to identify areas for improvement.
- ii. **Key Performance Indicators (KPIs):** Metrics that measure the university's performance in various domains, including academic achievement, research output, faculty qualifications, and community engagement.

4. Types of Benchmarking

- i. **Internal Benchmarking:** Comparison of practices within different faculties and departments of the university.
- ii. **External Benchmarking:** Comparison with other universities in Uganda and the East African region, as well as selected international institutions.
- iii. **Functional Benchmarking:** Focused on specific operational areas such as student services, financial management, and administrative efficiency.
- iv. **Generic Benchmarking:** Exploration of best practices in areas such as university support services, teaching methodologies, and research initiatives across various sectors.

5. Benchmarking Process

- i. **Identify Goals:** Define specific objectives for benchmarking, such as improving academic performance or enhancing research output.
- ii. **Select Metrics:** Determine relevant KPIs, including:
 - a. Student enrollment and retention rates;
 - b. Graduation rates;
 - c. Research funding and publications;
 - d. Student and faculty satisfaction surveys.
- iii. **Choose Comparators:** Identify peer institutions within Uganda and the East African region that share similar missions and goals.
- iv. **Data Collection:** Utilize surveys, institutional reports, and external databases to gather quantitative and qualitative data.
- v. **Analyze Data:** Compare the university's performance against established benchmarks, identifying gaps and areas for improvement.
- vi. **Implement Changes:** Develop actionable plans based on analysis, focusing on enhancing strengths and addressing weaknesses.

- vii. **Review and Adjust:** Regularly evaluate benchmarking outcomes and adapt strategies as needed to ensure continuous improvement.

6. Roles and Responsibilities

- i. **Benchmarking Committee:** A committee comprising faculty members, administrative staff, and student representatives to oversee the benchmarking process.
- ii. **Department Heads:** Responsible for executing benchmarking initiatives and action plans within their departments.
- iii. **Office of Institutional Research:** Provides support in data collection, analysis, and reporting.
- iv. **Directorate of Quality Assurance:** In conjunction with iii (above) the directorate participates in all 5: i-vii (above) for ensuring continuous improvement in the university.

7. Reporting and Accountability

- i. Regular reports on benchmarking outcomes and progress will be submitted to the university's management and stakeholders.

- ii. Establish clear timelines and accountability mechanisms for implementing changes based on benchmarking findings.

8. Ethical Considerations

- i. Ensure compliance with ethical standards in data collection and reporting.
- ii. Maintain transparency throughout the benchmarking process.

9. Resources

- i. Allocate necessary budget and personnel to support benchmarking initiatives.
- ii. Provide access to relevant benchmarking databases and tools.

10. Review of the Policy

- i. This policy will be reviewed every three years or as necessary based on changes within the university or the educational landscape.

11. Conclusion

The University of Saint Joseph Mbarara is committed to continuous improvement and excellence through a systematic and strategic approach to benchmarking.

12. Amendment of the Manual

The Manual is subject to amendment from time to time by relevant authority. The Manual was approved by University of Saint Joseph Mbarara Governing Council on this day of



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