

DEFINING THE ROLE OF QUALITY ASSURANCE OFFICERS FOR EFFECTIVE INTERNAL QUALITY ASSURANCE IN HIGHER EDUCATION

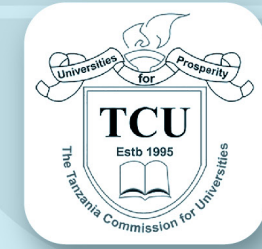
Capacity Development Workshop for
Quality Assurance Officers



5th – 6th June, 2025




Magadu Hotel, Mzinga Corporation – Morogoro



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Introduction

This capacity development workshop brings together Quality Assurance (QA) Officers from universities across Tanzania to deepen their understanding, strengthen their capacity, and enhance their strategic role in institutional quality assurance systems. In an era of rapidly evolving educational demands, shifting regulatory expectations, and transformative global forces, QA Officers are increasingly central to sustaining academic standards, promoting accountability, and ensuring institutional relevance.

The programme focuses on aligning internal QA practices with national regulatory frameworks and international benchmarks, while fostering a culture of continuous improvement. Participants will explore key themes including academic governance, compliance with national standards, institutional leadership, digital transformation, and emerging challenges such as AI, crisis resilience, and online learning.

Across two intensive days, the workshop features presentations from national experts, open dialogues on real-world institutional challenges, and collaborative sessions on leadership, strategic thinking, and QA innovation. It aims to empower QA Officers with the practical skills, analytical tools, and confidence to lead quality processes proactively and effectively within their institutions.

With a strong emphasis on ethical leadership, inclusive governance, and adaptive QA systems, the training also highlights the broader role of QA in supporting graduate employability, curriculum relevance, and institutional sustainability. Ultimately, this workshop equips participants not just to implement quality mechanisms, but to actively shape the future of higher education in Tanzania.

GUEST OF HONOUR



PROF. MAKENYA MABOKO

Vice Chairperson – TCU

Programme



Day One: 5th June, 2025

 Time	 Event
08:30 – 09:00 am	Arrival and Registration of Participants All
09:00 – 09:15 am	Arrival of the Guest of Honour
09:15 – 09:25 am	Introduction of Participants Dr. Telemu Kassile, Director of Accreditation – TCU
09:25 – 09:35 am	Welcoming Remarks Prof. Charles Kihampa, Executive Secretary – TCU
09:35 – 10:00 am	Opening Remarks Prof. Makenya Maboko, Vice Chairperson - TCU
10:00 – 10:15 am	Group Photo All
10:15 – 10:45 am	Health Break All

 Time	 Event
SESSION ONE: Academic Governance in University Institutions	
10:45 – 12:30 pm	Enhancing Quality Assurance in Academic Governance and Decision-making Prof. Idrissa Mshoro, Former Vice Chancellor – Ardhi University (ARU)
12:30 – 01:00 pm	Lunch Break All
SESSION TWO: Quality Assurance for University Education in Tanzania	
01:00 – 03:00 pm	Strengthening Quality Assurance Practices Within the National Regulatory Framework Prof. Charles Kihampa, Executive Secretary – TCU
03:00 – 04:00 pm	Expectations, Experiences and Challenges of Being a Quality Assurance Officers Dr. Nsubil Isaga, Senior Lecturer, and Former Director of Quality Assurance – Mzumbe University
04:00 pm	END OF DAY ONE
04:00 pm -	Coffee and Networking All

Day Two: 6th June, 2025

 Time	 Event
08:00 – 08:30 am	Arrival and Registration of Participants All
08:30 – 09:30 am	Recap of Day One
09:30 – 11:00 am	Advancing Quality Assurance Practices by Empowering QA Officers to Address Institutional Challenges Prof. Kalunde Sibuga, Former President – Tanzania University Quality Assurance Forum (TUQAF)
11:00 – 11:30 am	Health Break All
SESSION FOUR: Fundamentals of Leadership and Management	
11:30 – 01:30 pm	Leadership and Management Skills for Quality Assurance Officers Deputy Principal Academic Affairs – Jordan University College (JUCo), and Former Chief Administrative Officer – University of Dar es Salaam (UDSM)

 Time	 Event
01:30 – 02:00 pm	Lunch Break All
SESSION FIVE: Emerging Issues in Higher Education	
02:00 – 04:00 pm	Reimagining Quality Assurance in the Age of AI, Disruptions, and Digital Learning Dr. Telemu Kassile, Director of Accreditation – TCU
04:00 – 04:10 pm	Vote of Thanks Representative of Participants
04:10 – 04:30 pm	Closing Remarks Prof. Charles Kihampa, Executive Secretary – TCU
03:00 pm	END OF THE WORKSHOP

Enhancing Quality Assurance in Academic Governance and Decision-Making

Academic governance and decision-making are at the heart of institutional excellence in higher education. As institutions strive to maintain standards, relevance, and accountability, Quality Assurance (QA) systems play an increasingly critical role in guiding and shaping academic processes.

This session focuses on how QA can be effectively enhanced to support governance structures and improve academic decision-making. It highlights the central role QA officers play in integrating quality practices into institutional operations, ensuring decisions are evidence-based, policy-aligned, and improvement-driven.

Participants will explore practical strategies to



Prof. Idrissa Mshoro
Former Vice Chancellor – Ardhi University

strengthen QA engagement in curriculum development, programme approval, teaching and learning evaluations, and academic policy formulation. The session aims to equip QA officers with tools, insights, and leadership approaches to become proactive contributors to academic governance.



Strengthening Quality Assurance Practices Within the National Regulatory Framework

This session explores how Quality Assurance (QA) officers can effectively align and strengthen institutional QA practices within the context of Tanzania's university regulatory framework. As higher education institutions strive to meet national standards and improve academic outcomes, QA officers play a pivotal role in interpreting, applying, and supporting regulatory compliance while fostering a culture of continuous improvement.

Participants will gain insights into the key elements of Tanzania's regulatory landscape, common institutional challenges in



Prof. Charles Kihampa
Executive Secretary – TCU

compliance and QA implementation, and practical strategies to enhance QA systems. The session emphasises the importance of capacity-building, collaboration, and the integration of QA into institutional planning and decision-making.

This interactive session is designed to empower QA officers with knowledge and tools to drive institutional excellence while ensuring adherence to national policies and quality benchmarks.



Expectations, Experiences and Challenges of Being a Quality Assurance Officer

Stepping into the role of a Quality Assurance (QA) Officer in a university setting often begins with a clear set of expectations, both personal and institutional. Many take on the position with the belief that they will play a pivotal role in upholding academic standards, streamlining processes, and supporting a culture of continuous improvement. There is often a sense of purpose attached to the work, to help shape quality-driven environments where teaching, learning, and research can thrive.

However, as the role unfolds in practice, it frequently proves to be more layered and complex than initially anticipated. The experience of being a QA Officer reveals the challenging reality of working across multiple domains, academic and



Dr. Nsubil Isaga

Senior Lecturer, and Former Director of Quality Assurance – Mzumbe University

administrative, strategic and operational. QA Officers often find themselves interpreting and mediating between internal goals and external requirements, navigating diverse stakeholder perspectives, and promoting engagement with quality processes that are sometimes misunderstood or met with resistance.

Alongside these insights, come a number of persistent challenges. From coping with shifting regulatory landscapes and increasing documentation demands, to addressing scepticism from academic peers or managing limited institutional resources, the QA Officer must balance rigour with empathy, structure with flexibility, and oversight with support.

Maintaining

motivation and clarity in the midst of change and competing pressures becomes a critical part of the role.

This session, *“Expectations, Experiences and Challenges of Being a Quality Assurance Officer,”* creates space for honest reflection and shared learning. It invites QA professionals and others in the sector to explore how the role is understood and enacted, how it changes over time, and what it means to build a culture of quality that is not only compliant, but also collaborative and forward-thinking.

Advancing Quality Assurance Practices by Empowering QA Officers to Address Institutional Challenges

In the evolving landscape of higher education, Quality Assurance (QA) officers play a pivotal role in sustaining academic standards, promoting institutional accountability, and driving continuous improvement. However, QA implementation often faces practical challenges such as limited institutional support, inadequate capacity, resistance to evaluation processes, and poor integration with strategic goals.

This session explores how empowering QA officers through training, tools, peer learning, and structural support can directly



Prof. Kalunde Sibuga
Former President – Tanzania University
Quality Assurance Forum (TUQAF)



contribute to advancing QA practices within institutions. Drawing on real-world examples and common challenges, the presentation provides practical approaches to strengthen the effectiveness of QA officers and enhance their role in institutional transformation.

Participants will engage with evidence-based strategies, reflect on institutional constraints, and leave with actionable ideas to elevate their QA impact.



Leadership and Management Skills for Quality Assurance Officers

In today's rapidly evolving higher education landscape, Quality Assurance (QA) Officers are no longer confined to monitoring compliance, they are increasingly recognised as key contributors to institutional strategy, governance, and continuous improvement. This workshop has been designed to build the leadership and management competencies needed for QA Officers to thrive in these broader and more dynamic roles.

The session will explore the shifting expectations placed upon QA professionals, focusing on the essential skills required to lead quality initiatives, influence academic decision-making, and manage quality-related



Prof. Daniel Mkude

Deputy Principal Academic Affairs –
Jordan University College (JUCo),
and Former Chief Administrative Officer –
University of Dar es Salaam (UDSM)

processes across departments. Through practical guidance, real-life examples, and interactive discussions, participants will examine the traits and behaviours of effective leadership within the QA context, as well as how to manage change and navigate institutional complexities.

Key areas covered will include strategic planning, effective communication, stakeholder engagement, team coordination, and decision-making based on evidence and quality data. The session will also offer

opportunities for self-reflection and personal development, allowing participants to identify their own leadership styles and areas for growth.

Ultimately, this workshop aims to empower QA Officers to move beyond procedural roles and step confidently into positions of leadership, contributing to a strong internal quality culture and supporting the achievement of academic excellence within their institutions.



Reimagining Quality Assurance in the Age of AI, Disruptions, and Digital Learning

As higher education undergoes rapid transformation, Quality Assurance (QA) practices must also evolve to remain relevant, responsive, and resilient. Institutions around the world are grappling with the accelerating influence of Artificial Intelligence (AI), the unpredictability of global disruptions such as pandemics and political unrest, and the widespread adoption of online and blended learning modalities. These emerging dynamics pose new challenges to traditional QA frameworks, demanding a shift from static compliance-based models to more adaptive, forward-looking approaches.

This session intends to explore the implications of AI for academic integrity,



Dr. Telemu Kassile

Director of Accreditation – TCU



assessment reliability, and data ethics, raising critical questions about how QA can address these developments responsibly. How institutions can prepare for and respond to unforeseen events, highlighting the role of QA in supporting continuity, flexibility, and institutional resilience. Additionally, the challenges and opportunities of quality assurance in digital and remote teaching environments will be discussed, with a focus on standards,

learner support, and equitable access.

Through a mix of input, real-world examples, interactive discussions, and peer learning, participants will leave with a deeper understanding of how QA practices can be reimagined for the future. The workshop will encourage QA professionals to take on leadership roles in shaping institutional responses to uncertainty and innovation, fostering a culture of quality that is both robust and responsive.

WHO WE ARE

The Tanzania Commission for Universities (TCU) is a government agency which was established on the 1st July 2005, under the Universities Act, Cap. 346 of the Laws of Tanzania with a legal mandate to recognise, register and accredit universities in Tanzania. It also regulates local or foreign university-level programmes, coordinates the proper functioning of universities and ensures a harmonised higher education system in the country.

TCU succeeded the then Higher Education Accreditation Council (HEAC), which was established in 1995 under the Education Act, 1995. The HEAC had a mandate to regulate the establishment and accreditation of private universities. Being limited only to private universities, such mandate was considered unfavourable for the promotion of a viable public-private partnership in higher education.

To address this, the government created a unified and harmonised higher education system under the TCU. To ensure such a system does not compromise institutional peculiarities and autonomy, each university is vested with the legal right to operate under its charter. The TCU implements the National Education Policy through its functions which can be clustered into three major areas:

1. Regulatory Function: Ensures quality assurance by evaluating universities, programmes, and systems. Validates programmes, accredits institutions, and evaluates university awards for use in Tanzania.



2. Advisory Function: Advises the government and public on university education, policy formulation, and international higher education issues.
3. Supportive Function: Coordinates university operations, students' admissions, and provides training in areas like quality assurance, leadership, entrepreneurship, and resource mobilisation.

Over the years, the Commission has made significant progress in upholding standards, ensuring quality, and maintaining the relevance of university education, training, and research. It remains committed to integrating quality assurance practices into higher education, fostering continuous

improvement in universities and academic programmes.

TCU is a member of Inter-University Council for East Africa (IUCEA) and African Quality Assurance Network (AfriQAN).





Dodoma

SUMA JKT House,
1 JKT Street, 41104 Tambukareli,
P. O. Box 2600,
DODOMA.

Dar es Salaam

Ministry of Education, Science and Technology Building,
7 Magogoni Street 11479,
P. O. Box 6562,
DAR ES SALAAM.

Tel: (255) 22 2113694; (255) 22 2113691

E-mail: es@tcu.go.tz

Website: www.tcu.go.tz

