



For an Open Mind

UNIVERSAL TECHNOLOGY AND MANAGEMENT UNIVERSITY

**UTAMU**

**UTAMU INSTITUTIONAL  
BENCHMARKING AND CONTINUOUS  
IMPROVEMENT POLICY, 2026.**

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## Policy Authority Statement

This Policy is issued under the authority of the **University Council of Universal Technology and Management University (UTAMU)** and establishes the institutional framework for benchmarking and continuous improvement across the University.

The Policy aligns with the regulatory requirements of the **National Council for Higher Education (NCHE)** and supports the University's commitment to quality assurance, institutional learning, and evidence-based governance.

The implementation of this Policy is coordinated through the **Directorate of Quality Assurance**, working in collaboration with academic and administrative units of the University.

This Policy applies to all faculties, schools, directorates, departments, and institutional support units.

## Executive Summary

Benchmarking is an internationally recognised mechanism through which institutions evaluate their practices against peer organisations and established best practices in order to strengthen performance and institutional capability.

This Policy establishes the framework through which Universal Technology and Management University (UTAMU) conducts systematic benchmarking to support institutional learning, performance improvement, and strategic development.

The Policy provides guidance on the governance, methodology, and implementation of benchmarking activities across academic, research, administrative, and student support functions. Through benchmarking, the University identifies performance gaps, adopts best practices, and designs improvement initiatives that strengthen institutional effectiveness.

Benchmarking is integrated within UTAMU's broader quality assurance and governance systems and contributes to the University's commitment to continuous improvement, accountability, and excellence in higher education.

The Policy therefore positions benchmarking not merely as a comparative exercise but as a structured governance tool that supports institutional readiness, innovation, and long-term organisational development.

**Figure 1: UTAMU Institutional Benchmarking Governance Architecture**

UTAMU Institutional Benchmarking Governance Architecture

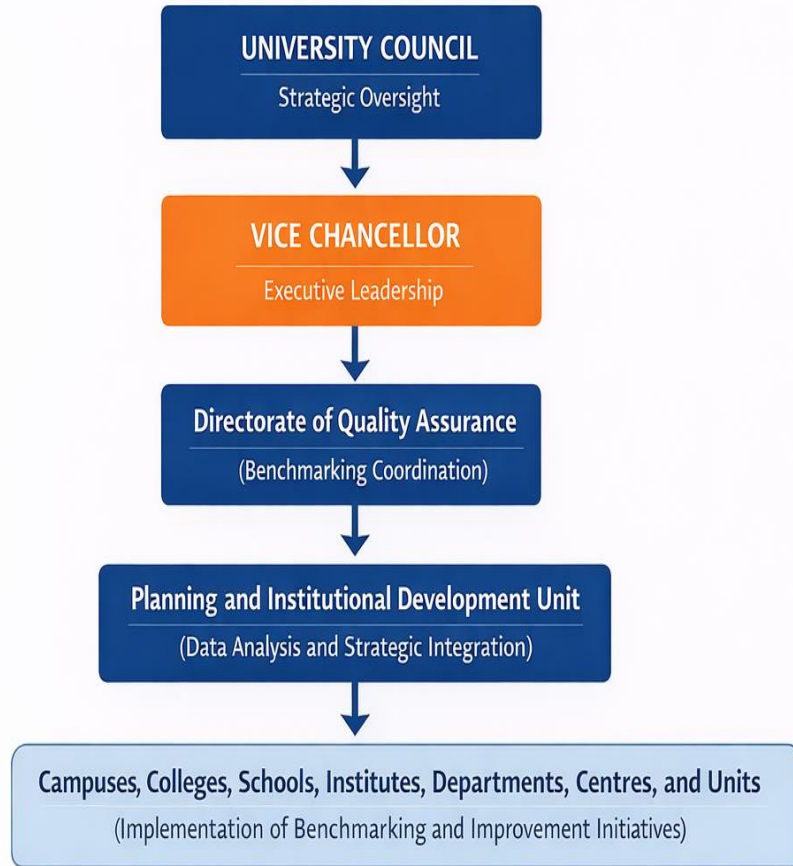


Figure 1: UTAMU Institutional Benchmarking Governance Architecture

This figure illustrates the governance cycle through which benchmarking signals are translated into institutional learning, improvement initiatives, and continuous renewal.



## Preamble

Universal Technology and Management University (UTAMU) recognises benchmarking as a strategic governance instrument for institutional learning, performance improvement, and capability development.

In an increasingly dynamic higher education environment characterised by regulatory change, technological advancement, and evolving stakeholder expectations, universities must continuously assess their performance relative to peer institutions and recognised best practices.

Benchmarking therefore provides a structured mechanism through which institutions analyse performance, identify capability gaps, and adopt practices that enhance institutional effectiveness.

At UTAMU, benchmarking is embedded within the University's broader governance and quality assurance architecture. It supports evidence-based decision-making, strategic planning, academic quality enhancement, and institutional renewal.

Through systematic benchmarking, the University seeks to cultivate a culture of institutional learning, transparency, and continuous improvement across academic, research, administrative, and student support functions.

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## 1. Introduction

### 1.1 Background

UTAMU was granted a Provisional License by the **National Council for Higher Education (NCHE)** on 11 March 2013 (License No. UIPL022), with its establishment published in the **Uganda Gazette Vol. CVI No. 14 of 22 March 2013 under Legal Notice No. 4 of 2013**. The University operates within the core mandate of **teaching and learning, research and innovation, and community engagement**. Maintaining a safe and secure institutional environment is essential to safeguarding academic integrity, ensuring regulatory compliance, protecting institutional assets, and enabling effective delivery of the University's mandate. This Policy is therefore aligned with the regulatory requirements of the **National Council for Higher Education (NCHE)** and UTAMU's institutional governance framework.

### 1.2 Vision

The Vision of UTAMU is A global educational institution of excellence in management, science, technology and innovation.

### 1.3 Mission

The mission of UTAMU is to provide global quality education, research and innovation critical

to economic and human development.

### 1.4 Core Values

**The Core values of UTAMU are:**

- a) **Professionalism:** making sure that staff and students conduct themselves with the highest ethical standards and taking responsibility for all their actions
- b) **Creativity:** committing to stimulating the culture of scientific and technological advancement, innovation and practical enrichment to UTAMU's stakeholders through a rich and flexible educational experience
- c) **Integrity:** adhering to ethical and moral principles in all the educational, research and innovation processes
- d) **Transparency:** seeking to provide accountability and value for money to UTAMU's stakeholders
- e) **Empowerment:** offering unsurpassed practical opportunities to UTAMU's stakeholders through industry-oriented collaborations, research engagements and incubation clusters in order to transform the educational environment

- f) **Community Engagement:** working with the community to solve the real-world problems as a focal point towards economic development.

## **2. Purpose**

The purpose of this Policy is to establish a structured framework through which Universal Technology and Management University (UTAMU) conducts institutional benchmarking in order to support continuous improvement, strengthen institutional governance, and enhance organisational performance.

Specifically, the Policy seeks to:

1. Promote systematic benchmarking of UTAMU's academic, research, administrative, and support functions against recognised best practices and peer institutions.
2. Identify performance gaps and institutional capability needs requiring improvement.
3. Support evidence-based decision-making and institutional planning.
4. Strengthen the University's quality assurance and governance systems.
5. Encourage institutional learning and the adoption of innovative practices in higher education.
6. Contribute to the continuous improvement of the University's teaching, research, and community engagement functions.

## **3. Scope**

This Policy applies to benchmarking activities across all institutional domains of Universal Technology and Management University.

Benchmarking may be conducted in relation to the following areas:

### **3.1 Academic Programmes**

- curriculum design and development
- teaching and learning delivery
- competence-based education implementation
- programme review and accreditation processes

### **3.2 Research and Innovation**

- research productivity and impact
- research governance and management

- research funding mobilisation
- innovation and knowledge transfer systems

### **3.3 Student Lifecycle**

- admissions and enrolment processes
- learning support services
- student welfare and engagement
- graduate employability and alumni relations

### **3.4 Institutional Governance**

- policy frameworks
- leadership and decision-making systems
- institutional quality assurance mechanisms

### **3.5 Administrative and Support Services**

- financial management systems
- information and communication technology services
- facilities and infrastructure management
- human resource management systems

The Policy applies to all campuses, colleges, schools, directorates, departments, centres, and administrative units of the University.

## **4. Definitions**

### **4.1 Benchmarking**

A systematic process of comparing institutional practices, processes, or performance indicators with those of peer organisations or recognised best practices in order to identify improvement opportunities.

### **4.2 Best Practice**

Methods, processes, or systems that have been demonstrated through evidence to achieve superior performance or effectiveness.

### **4.3 Comparator Institution**

An institution or organisation used as a reference point for benchmarking analysis.

#### 4.4 Continuous Improvement

An ongoing process through which institutions regularly evaluate and enhance their systems, practices, and performance outcomes.

#### 4.5 Performance Indicator

A measurable metric used to assess institutional performance or effectiveness.

#### 4.6 Institutional Readiness

The capacity of an institution to implement strategic initiatives effectively through aligned governance systems, policies, resources, and organisational capabilities.

#### 4.7 Benchmarking Exercise

A structured benchmarking activity conducted to analyse performance gaps and identify improvement opportunities.

### 5. Policy Objectives

The objectives of this Policy are to:

1. **Institutionalise benchmarking** as an integral component of UTAMU's governance and quality assurance systems.
2. **Provide a structured framework** for conducting benchmarking exercises across the University.
3. **Facilitate systematic comparison** of UTAMU's practices with those of peer institutions and recognised best-practice organisations.
4. **Identify performance gaps and capability needs** that require institutional improvement.
5. **Strengthen institutional readiness** by supporting the design and implementation of targeted improvement initiatives.
6. **Enhance academic quality, research performance, and administrative effectiveness** through the adoption of best practices.
7. **Promote a culture of evidence-based decision-making and institutional learning** across the University.

### 6. Guiding Principles

Benchmarking activities at Universal Technology and Management University shall be guided by the following principles:

#### 6.1 Institutional Learning

Benchmarking shall be undertaken as a mechanism for institutional learning, enabling the University to understand performance differences and adopt practices that strengthen organisational capability.

#### 6.2 Evidence-Based Improvement

Benchmarking outcomes shall be supported by reliable data and analysis, and shall inform evidence-based decision-making and improvement initiatives.

#### 6.3 Strategic Alignment

Benchmarking activities shall align with the University's strategic priorities, quality assurance framework, and institutional development objectives.

#### 6.4 Ethical Practice

Benchmarking activities shall respect confidentiality, intellectual property, and ethical standards in the collection, sharing, and use of institutional information.

#### 6.5 Continuous Improvement

Benchmarking shall operate as a cyclical process that supports ongoing evaluation, learning, and enhancement of institutional systems and performance.

#### 6.6 Collaboration and Knowledge Sharing

Where appropriate, benchmarking activities shall encourage collaboration and knowledge exchange with peer institutions and sector stakeholders in order to promote mutual institutional development.

Benchmarking activities shall rely on reliable, verifiable, and ethically obtained data. Institutional units participating in benchmarking exercises shall ensure accuracy, transparency, and appropriate documentation of benchmarking data and findings.

#### 6.7 Benchmarking Data Integrity

All institutional units participating in benchmarking exercises shall ensure that benchmarking information is collected, analysed, and reported in a manner that upholds transparency, methodological integrity, and ethical standards.

Where benchmarking involves collaboration with external institutions, the University shall respect confidentiality requirements, data protection principles, and intellectual property considerations.

Reliable data and transparent reporting are essential for ensuring that benchmarking outcomes support sound institutional decision-making and meaningful improvement initiatives.

## **7. Benchmarking Types**

Universal Technology and Management University shall employ different forms of benchmarking depending on institutional needs, improvement priorities, and strategic objectives.

### **7.1 Internal Benchmarking**

Internal benchmarking involves comparison of practices, processes, or performance indicators across faculties, schools, departments, and administrative units within the University.

This approach supports internal learning, identification of good practices, and improvement of institutional systems.

### **7.2 External Benchmarking**

External benchmarking involves comparison of UTAMU's practices and performance with those of peer institutions at national, regional, or international levels.

This form of benchmarking enables the University to identify sector standards and adopt recognised best practices.

### **7.3 Functional Benchmarking**

Functional benchmarking focuses on specific operational functions or processes such as:

1. finance management
2. ICT systems
3. human resource management
4. student services

The objective is to improve the efficiency and effectiveness of institutional support systems.

### **7.4 Strategic Benchmarking**

Strategic benchmarking examines broader institutional strategies, governance models, and leadership practices used by high-performing institutions.

This approach supports long-term institutional development and strategic planning.

## **8. Benchmarking Methodology**

Benchmarking exercises at UTAMU shall follow a structured process consisting of the following stages.

### **8.1 Stage 1: Identification of Benchmarking Area**

Units identify specific institutional functions, processes, or performance indicators requiring benchmarking.

### **8.2 Stage 2: Selection of Comparator Institutions**

Appropriate peer institutions or best-practice organisations are identified for comparison.

### **8.3 Stage 3: Data Collection**

Relevant qualitative and quantitative data are collected through:

1. institutional reports
2. performance indicators
3. surveys
4. interviews
5. publicly available data sources

### **8.4 Stage 4: Comparative Analysis**

Collected data are analysed to determine differences in performance, processes, and outcomes.

### **8.5 Stage 5: Gap Identification**

Performance gaps and capability gaps are identified.

### **8.6 Stage 6: Improvement Planning**

Improvement initiatives are developed to address identified gaps.

### **8.7 Stage 7: Implementation**

Approved improvement initiatives are implemented by responsible units.

### **8.8 Stage 8: Monitoring and Evaluation**

Progress is monitored and evaluated to determine the effectiveness of improvement interventions.

## **9. Governance and Institutional Responsibilities**

Benchmarking activities shall be coordinated through the University's governance structures.

### **9.1 University Council**

1. approve the Benchmarking Policy
2. provide strategic oversight

### **9.2 Vice Chancellor shall:**

1. provides institutional leadership for benchmarking initiatives
2. ensure integration of benchmarking outcomes into institutional planning processes

### **9.3 Directorate of Quality Assurance**

1. coordinates benchmarking exercises
2. develops benchmarking frameworks and guidelines
3. monitors implementation of benchmarking outcomes

### **9.4 Faculties, Schools, and Departments**

1. participate in benchmarking activities
2. implement improvement initiatives

### **9.5 Directorate of Planning and Institutional Development**

1. supports benchmarking data analysis
2. integrates benchmarking outcomes into strategic planning

## **10. Benchmarking Outputs**

Benchmarking exercises conducted within Universal Technology and Management University shall generate structured outputs that inform institutional decision-making and improvement initiatives.

Benchmarking outputs may include:

1. **Benchmarking Reports:** Analytical reports comparing UTAMU practices with peer institutions or recognised best practices.
2. **Gap Analysis Reports:** Identification of performance gaps, capability needs, or process weaknesses requiring improvement.
3. **Institutional Improvement Plans:** Action plans developed to address identified gaps and strengthen institutional systems.

4. **Performance Monitoring Reports:** Periodic reports tracking the implementation and outcomes of benchmarking-driven improvement initiatives.

These outputs shall inform institutional planning, policy development, and quality assurance processes.

### **11. Monitoring and Review**

The Directorate of Quality Assurance shall oversee the monitoring and evaluation of benchmarking activities across the University.

Monitoring and evaluation shall focus on:

1. the number and scope of benchmarking exercises conducted
2. implementation of benchmarking recommendations
3. improvements in institutional performance indicators
4. institutional learning arising from benchmarking activities

The Directorate of Quality Assurance shall prepare **periodic benchmarking performance reports** for submission to the Vice Chancellor, the University Senate, and the University Council.

These reports shall support institutional accountability, performance monitoring, and continuous improvement.

### **12. Benchmarking as Institutional Readiness Diagnosis**

At Universal Technology and Management University, benchmarking is not treated solely as a comparative exercise. It functions as a governance instrument for diagnosing institutional readiness and guiding capability development.

Institutional performance gaps often arise not from lack of effort but from misalignment between institutional strategy, operational capability, and available resources. Benchmarking therefore provides structured insight into areas where institutional practices diverge from recognised standards or emerging best practices.

Through systematic benchmarking, the University seeks to:

1. identify capability gaps affecting institutional performance
2. diagnose areas where institutional systems require strengthening
3. learn from best practices within the higher education sector
4. design targeted improvement initiatives that strengthen institutional effectiveness

Benchmarking outcomes therefore contribute directly to institutional learning, governance improvement, and long-term organisational resilience.

In this context, benchmarking forms part of the University’s broader commitment to **continuous institutional readiness and renewal**.

### **13. Benchmarking Governance Architecture**

Benchmarking activities at UTAMU shall operate within the University’s governance framework to ensure institutional coordination, accountability, and alignment with strategic priorities.

#### **13.1 Institutional Governance Structure for Benchmarking**

<b>Governance Level</b>	<b>Responsibility</b>
<b>University Council</b>	Approves Benchmarking Policy and provides strategic oversight
<b>Vice Chancellor</b>	Provides executive leadership for benchmarking initiatives
<b>Directorate of Quality Assurance</b>	Coordinates benchmarking activities and ensures methodological consistency
<b>Planning and Institutional Development Unit</b>	Supports institutional data analysis and performance monitoring
<b>Campuses, Colleges, Schools, Institutes, Departments, and Centres</b>	Implement benchmarking initiatives and improvement plans
<b>Administrative Directorates, Departments, Units</b>	Participate in benchmarking of operational systems

#### **13.2 Institutional Benchmarking Cycle**

Benchmarking activities shall follow an annual institutional cycle:

1. Identification of benchmarking priorities
2. Selection of comparator institutions
3. Data collection and analysis
4. Gap identification

5. Development of improvement initiatives
6. Implementation of improvement actions
7. Monitoring and reporting of outcomes

The Directorate of Quality Assurance shall coordinate this cycle and integrate benchmarking findings into the University's quality assurance and strategic planning processes.

#### **14. Benchmarking Areas of Institutional Focus**

Benchmarking activities at Universal Technology and Management University may focus on key institutional performance domains that influence the effectiveness and quality of the University's core mandate.

These domains include, but are not limited to, the following areas.

##### **14.1 Academic Quality**

Benchmarking may focus on:

1. curriculum design and review processes
2. teaching and learning effectiveness
3. competence-based education implementation
4. graduate employability and learning outcomes

##### **14.2 Research and Innovation**

Benchmarking may assess:

1. research productivity and impact
2. research funding mobilisation
3. postgraduate supervision systems
4. innovation and technology transfer practices

##### **14.3 Student Experience**

Benchmarking may evaluate:

1. admissions and enrolment processes
2. student support services
3. student welfare and engagement
4. alumni relations and graduate outcomes

#### 14.4 Institutional Governance

Benchmarking may examine:

1. policy frameworks and institutional regulations
2. decision-making systems and governance structures
3. institutional quality assurance mechanisms

#### 14.5 Administrative and Support Systems

Benchmarking may review:

1. financial management systems
2. information and communication technology services
3. human resource management practices
4. infrastructure and facilities management systems

### 15. Benchmarking Reporting Framework

All benchmarking exercises conducted within the University shall produce structured reports that document benchmarking findings, institutional performance gaps, and recommended improvement actions.

Benchmarking reports shall include the following elements:

1. **Benchmarking Area:** Description of the institutional function or system under review.
2. **Comparator Institutions:** Institutions or organisations used as benchmarking references.
3. **Benchmark Indicators:** Performance indicators or metrics used for comparison.
4. **Comparative Findings:** Summary of similarities, differences, and performance gaps identified.
5. **Gap Analysis:** Assessment of institutional capability gaps and improvement opportunities.
6. **Recommended Improvement Actions:** Proposed actions required to address identified gaps.
7. **Implementation Plan:** Timeline and responsible units for implementing improvement initiatives.
8. **Monitoring Indicators:** Performance indicators used to track improvement progress.

Benchmarking reports shall be submitted to the **Directorate of Quality Assurance** and may inform institutional planning, quality assurance processes, and governance decision-making.

## **16. Policy Review**

This Policy shall be reviewed every **five (5) years**, or earlier where necessary, to ensure continued relevance and alignment with institutional priorities, regulatory requirements, and evolving higher education best practices.

The Directorate of Quality Assurance shall coordinate the policy review process and submit proposed revisions for approval through the appropriate institutional governance structures.

## **17. Related Policies**

This Policy shall be implemented in conjunction with other institutional governance and quality assurance instruments, including but not limited to:

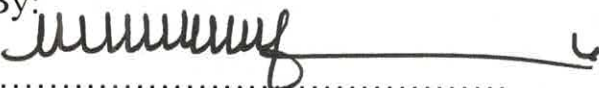
- UTAMU Quality Assurance Policy
- UTAMU Strategic Plan
- UTAMU Research Policy
- UTAMU Academic Regulations
- UTAMU Institutional Planning Framework

These instruments collectively support institutional accountability, performance monitoring, and continuous improvement.

## **18. Approval**

This Policy is approved by the **University Council of Universal Technology and Management University (UTAMU)** and shall take effect from the date of approval.

Signed this on .....27th.....day of .....March..... 2026

By:   
.....

  
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**Chairperson, University Council**

**Vice Chancellor**

## 19. Annexes

### Annex I – Benchmarking Readiness Matrix Template

<b>Benchmarking Area</b>	<b>Comparator Institution</b>	<b>UTAMU Current Practice</b>	<b>Best Practice Identified</b>	<b>Gap Identified</b>	<b>Improvement Action</b>
<b>Academic Programme Design</b>	University X	Traditional curriculum review	Annual curriculum review cycle	Slow curriculum adaptation	Introduce annual programme review
<b>Student Support Services</b>	University Y	Limited career guidance	Integrated career development centre	Weak graduate transition support	Establish Career Services Unit
<b>Research Governance</b>	University Z	Decentralised research oversight	Central research governance office	Fragmented research management	Strengthen Directorate of Research

### Annex II – Benchmarking Report Template

Each benchmarking exercise shall produce a report structured as follows:

1. Title of Benchmarking Exercise
2. Institutional Unit Conducting the Benchmarking
3. Benchmarking Objective
4. Comparator Institutions
5. Benchmark Indicators
6. Data Collection Methods
7. Comparative Analysis
8. Identified Gaps
9. Recommended Improvement Actions
10. Implementation Plan
11. Monitoring Indicators

### Annex III – Institutional Benchmarking Maturity Model

#### Levels:

1. Informal Benchmarking
2. Structured Benchmarking
3. Integrated Benchmarking
4. Strategic Benchmarking
5. Institutional Learning Leadership

### Annex IV – Benchmarking Governance Dashboard

Example indicators:

<b>Indicator</b>	<b>Description</b>	<b>Reporting Unit</b>
<b>Benchmarking exercises conducted</b>	Number conducted annually	Quality Assurance Directorate
<b>Benchmarking coverage</b>	Units participating	Quality Assurance Directorate
<b>Implementation rate</b>	% of recommendations implemented	Responsible Units
<b>Performance improvement indicators</b>	Evidence of improvement	Planning and Development Unit
<b>Benchmarking partnerships</b>	External benchmarking partners	Academic Units