



澳門鏡湖護理學院
KIANG WU NURSING COLLEGE OF MACAU

QUALITY ASSURANCE HANDBOOK

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1. COLLEGE BACKGROUND AND CONTEXT

The Kiang Wu Nursing College of Macau (The College), formally known as the Hospital Kiang Wu Nursing and Midwifery School of Macau, is a nursing education provider. The College, which was established in 1923, was initially offered training programme for nurses and midwives. Training of midwives discontinued since 1988 and the College has exclusively provided nursing programmes. In 1999, the College changed the name to the Kiang Wu Nursing College of Macau to reflect the characteristics of the programmes. College developed its nursing programme for secondary school graduates since 2002 and which was validated by panels of nursing experts in 2002 and the programme was reviewed in 2009 and 2015. To provide opportunities for nurses with diplomas to upgrade themselves, College established the Bachelor of Science in Nursing (Supplementary) Programme (BSNS) in 2014/2015. The College has a sustained development with a range of programmes at various levels and increased resource allocation to meet the growing needs of the college and to assure the quality of the education provided. With the implementation of Macao Higher Education Policies and Regulation 【No. 10/2017 Higher Education Regime; No. 17/2018 Higher Education Quality Evaluation System】 , there are strict regulations and guidelines for higher educational institutions to conduct evaluations of both institutional and programme level.

Currently, the College offers undergraduate and postgraduate programmes and continuing education programmes for healthcare personnel. The programmes are designed and developed through an innovative curriculum model based on principles of interactive learning and teaching. They are considered to be relevant, contemporary and practical programmes, ensuring both academic and occupational values locally and internationally. The College pledges to provide direct, easy access and an academic and supportive learning environment to students during their educational journey. The College's teaching staff have a wide and varied level of professional nursing knowledge. Apart from teaching, the College maintains an active and practical foundation in various academic domains, enhancing the credibility of the College and its team and improving the overall value of the student experience.

Kiang Wu Nursing College of Macau was located in central Macao, where its main campus situated adjacent to the Kiang Wu Hospital since 1956. With increased student numbers and demand of learning resources, and with the support of the Macao S.A.R. Government, a new campus was built next to the Islands Medical Complex. KWNC moved to the Islands District Medical Complex Campus in August 2022.

1.1 Philosophy, Purpose and Mission

The College's philosophy is to pass on Dr. Sun Yat-sen's philanthropic and beneficent spirit, uphold Kiang Wu's tradition of caring and contribution, and develop the educational philosophy of "*From Personhood to Benevolence*".

Objectives of the College are to cultivate nursing and health sciences professionals who believe in the philosophy of "*From Personhood to Benevolence*" and contribute to the

nation and human health by creating new knowledge, caring for and benefiting the local communities.

Its mission is to implement the objectives and educational philosophy of the College through setting up a multi-tiered and compound system of programmes that centres in nursing science and coordinating with other health disciplines. The College adopts a three-in-one policy of “*Professional Education*”, “*Holistic Education*” and “*General Education*” for preparing nursing and health sciences professionals who “*Strive for Competence and Integrity, Serve with Professionalism and Care*”, and endeavour to develop a local foothold and an international vision.

1.2 Management Structure

The system of management and academic governance at the College is central to the implementation of the College’s quality assurance system. The College Council (CC), President, Academic Committee (AcC), and College Administrative Committee (CAC) are the major components of overall management and governance structures. They have ongoing responsibility and accountability for sustained quality assurance. In the College’s management structure, the CC and Advisory Committee (AdC) were established above the College level, the President, AcC and CAC were founded on the College level, Support Units, Examination Committee (EC), Programme Committee (PC) were under the College level. The Subdepartments consist of Education Department (ED), Research Management & Development Department (RMDD), etc., please refer to Figure 1. Part four of this handbook would provide detailed introduction of quality assurance departments and units.

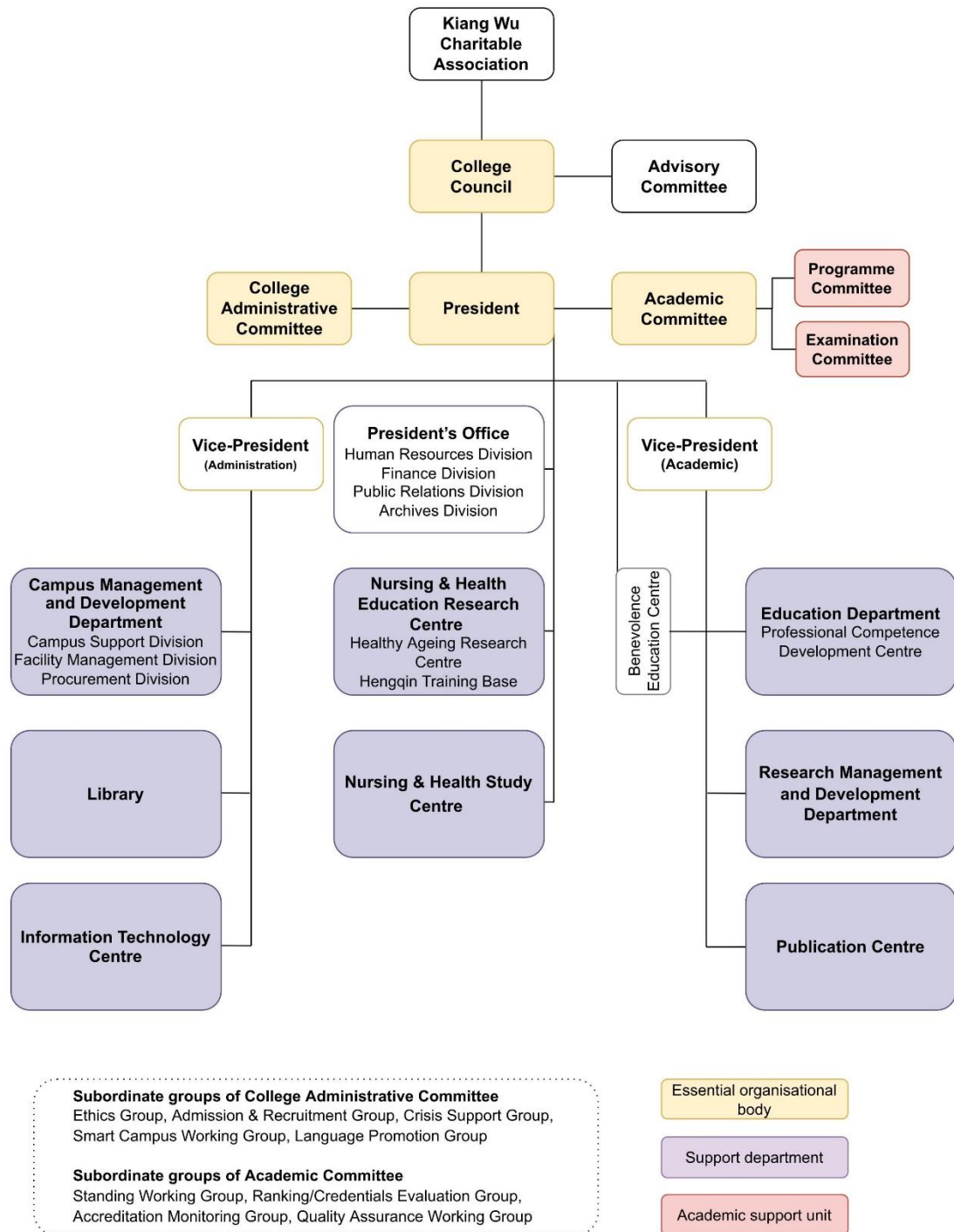


Figure 1 Management structure of Kiang Wu Nursing College of Macau

1.3 College Programmes

College offers various nursing programmes, namely the Bachelor of Science in Nursing Programme (BSN), Bachelor of Science in Nursing (Supplementary) Programme (BSNS), Postgraduate Diploma in Advanced Nursing Programme (PDAN) and the Master of Nursing Programme (MN). The related “Programme

Definitive Document” is available on the College’s web page or online learning platform. In addition, the College also offers a Certificate Programme in Applied Gerontology (CAG) and Certified Dementia Care Planner Course (CDCP) for employees with different medical professional background.

The Bachelor of Science in Nursing Programme (https://bo.io.gov.mo/bo/i/2022/35/despsasc_cn.asp#59) is a pre-registration programme for secondary school graduates (*Administrative Regulation No. 84/90/M, Macao SAR Government*). The Bachelor of Science in Nursing (Supplementary) Programme is to upgrade nurses with diploma qualifications to degree level professional qualification (*Secretary for Social Affairs and Culture Order No. 72/2017, Macao SAR Government*). To prepare qualified nurses with relevant nursing specialty experience to acquire specialty nursing qualifications and to practice in nursing specialty, the College has been collaborating with Hospital Authority of Hong Kong to organise the Postgraduate Diploma in Advanced Nursing Programme since 2008. This programme has been revised in 2010 (*Secretary for Social Affairs and Culture Order No. 144/2015, Macao SAR Government*).

In 2010 and 2017, Macao SAR government supported the College in jointly offering the Master of Nursing Science Programme and Nursing Professional Master Degree Graduate Student Programme with the Sun Yat-sen University, China (*Secretary for Social Affairs and Culture Order No. 19/2010 and Order No. 118/2016, Macao SAR Government*). With the experience of offering these collaborative master programmes, the College launched its own Master of Nursing Programme in 2018 (*Secretary for Social Affairs and Culture Order No. 143/2018, Macao SAR Government*).

The Certificate Programme in Applied Gerontology (*Secretary for Social Affairs and Culture Order No. 27/2017, Macao SAR Government*) was launched in 2017. The objective of this programme is to nurturing professional staff of senior service organisations to acquire the integrated knowledge and skills of senior care.

2. Policy and Procedure for Quality Assurance in College

According to the Higher Education Regulation requirements, college level and programme level quality assurance are required at least once every seven years, the College also submits a work report to Education and Youth Development Bureau each year to ensure the operation standard and teaching quality of the College.

All activities within the College are subject to the College’s quality assurance procedures. All staff undertakes a key role in the management and implementation of quality assurance procedures. The College Council and various committees have the responsibility to supervise the procedures. Academic Committee has the ultimate responsibility for approving and monitoring all quality assurance procedures, and a meeting is held at least once every term. Regarding the evaluation and recognition of the quality of the College’s programmes, the President would report the implementation, contents, outcomes and comments of various programmes in the Academic Committee Meeting each term.

2.1 Institutional Quality Audit

In accordance with the requirements on the Guidelines on Institutional Quality Audit (The Macau Higher Education Bureau, 2020a), the College plans to undertake institutional quality audit every 5-7 years. According to Education and Youth Development Bureau guidelines, the following are institutional quality review objectives:

- To enhance public confidence and recognition in the quality of teaching, training and the standard for conferment of degree provided by the institution;
- To encourage coherent strategic planning and governance in the institution;
- To assess the effectiveness of the quality assurance arrangement operated by the institution;
- To confirm that the institution has implemented relevant strategies and procedures to ensure quality of education and training;
- To provide recommendations for the enhancement of the education and training provided by the institution.

As per the requirements of Education and Youth Development Bureau, the College also requires to formulate institution-specific objectives. When considering engagement of external evaluation agencies and expert participation, the College formulates specific objectives and context for them. The Quality Assurance Working Group is responsible for the Institutional Review Processes, which includes the following stages:

1. An Agreement with External Quality Assurance Agency (EQAA) being signed;
2. The College designate a contact person to communicate with the case officer of the EQAA;
3. Institutional Self-evaluation, including a review of each objective above, based on available documentary evidence, experience and comprehensive stakeholder consultation;
4. Submission of the Self-evaluation Document (SED) to the EQAA;
5. A “Panel’s Meeting with College’s Management” will be held by the Panel designated by the EQAA or its representative(s) within four to six weeks upon receipt of the SED;
6. Supplementary information may be requested by the Panel;
7. EQAA site visit;
8. EQAA will provide a draft report to the College within 12 weeks after the site visit;
9. EQAA will provide a final report to the College within two weeks upon receipt of the College’s comments on the Draft Report;
10. The College will Submit the Final Report to Education and Youth Development Bureau;

11. The College will submit a follow-up plan that is approved by the EQAA to Education and Youth Development Bureau for reporting;
12. The college will depict the follow-up progress in the annual report submitted to the Education and Youth Development Bureau every year.

2.2 Programme Review

The College undertakes a major evaluation of each programme at defined intervals (usually every 5-7 years), termed Programme Review. The programme review process provides an opportunity for the Programme Committee to conduct a critical evaluation of its programme with related support units, and to propose significant amendments when necessary. The implementation of programme review is conducted according to the guidelines in the Education and Youth Development Bureau' documents (The Macau Higher Education Bureau, 2020b). The Quality Assurance Working Group and the relevant Programme Leader are responsible for the process.

Specific objectives for the reviews are as follows:

- Analyse the effectiveness and efficiency of each validated programmes, including details of student numbers, retention rates and graduation rates;
- Review programme development in the context of the requirement of employers, the nursing profession, professional bodies, and social developments;
- Evaluate the response of stakeholders to match the programme requirements and educational developments;
- Evaluate student feedback mechanisms and the feedback follow-up;
- Evaluate the established connections between the College, nursing profession and the community, in order to maintain the relevance of the curriculum for social development;
- Analyse feedbacks of programme graduates and their employers;
- Evaluate the programme plan and learning domain for the coming five to seven years.

2.3 Programme Accreditation

The College has standard procedures for organising new programme. Throughout the new programme development process, it is required to conduct a Programme Accreditation (The Macau Higher Education Bureau, 2020c). With the successful launching of the new programme, the College has to conduct Programme Review on a regular basis.

2.4 Annual Report

The Annual Report takes the format of a self-evaluation, identifying the College's existing strengths and areas for improvement. The purpose of the report is through self-evaluation, to assess the performance of the year, and formulate corresponding action plans, to ensure

the goal of continuous quality enhancement can be attained. After the formulation of the annual report, the President will submit it to the College Council, Kiang Wu Charitable Association, Office of Secretary for Social Affairs and Culture, Education and Youth Development Bureau and Health Bureau for review, discussion and feedback. In the compilation of the report, the comments of implementation, effectiveness and outcomes of each programme given by teaching staff, stakeholders and relevant bodies would be considered.

3. COMMUNICATION IN COLLEGE

3.1 Communication with Teaching Staff

The communication between the College and teaching staff is essential, therefore during communication, the following approaches must be considered.

- Orientation Programme is mandatory for all new teaching staff, it is held before class commencement and the start of each academic year. Moreover, a Staff Retreat is also held once a year and all staff participate in the retreat. The purpose is to allow employees to participate in the College's development plan and formulate action plans, establish team tacit understanding and exchange opinions.
- It is designed to maximize peer interaction, team building and idea sharing. They also ensure that information is presented simultaneously and in a uniform fashion to all teaching staff. Peer discussion and exchange of views are also encouraged using the College email system.
- All College activities and programme related information is distributed electronically before the start of each new academic year, which includes academic calendar, timetables, assessment schedule, marking guidelines, clinical study guidelines, Teacher's Handbook and Student's Handbook, etc.. This ensures consistency of information across all departments and teaching staff. For new and returning teaching staff, all academic meeting dates are available to them during Orientation Programme at the beginning of each academic year.
- The General Staff Meetings, the Programme Committee meetings and Examination Committee meetings are important for communication and all teaching staff involved in the programme are strongly encouraged to attend.
- Staff individual contact (in person, by telephone or through email) is maintained by Department Heads, Student Affairs Officer of the Benevolence Education Centre, Programme Leaders, Class Advisers and Student Affairs staff.
- To promote informal communication, social gatherings and functions like feasts, excursions and visits for all staff are arranged.

To ensure continuous communication and development, the President, all Department Heads, Programme Leaders are responsible for communicate frequently with teaching staff using appropriate means.

3.1.1 Regular staff meeting, teacher's meeting and committee meeting

General Staff meetings are convened at the beginning and the end of each term, the purpose is to follow up on the administration and teaching situation in the college, all staff must attend the meetings.

Individual committee has its regular meeting schedules, the purpose is to discuss specific issues and propose solutions. Members of the committee are recommended to attend and provide comments.

3.1.2 Staff management documentation

Information, guidelines and requirements of staff are included in the Internal Regulations and Management Methods. All staff are introduced to the two documents and advised to use them as references. President's Office is responsible for formulating various administrative files for the new academic year (academic calendar, academic year work plan, working group list, etc.). In order to assist new colleagues to comprehend the College's operation as soon as possible, the Human Resources Division had compiled and updated the "New Colleagues Orientation Manual". Relevant documents are available for viewing and reference on the Intranet.

3.1.3 Information sharing using electronic means

Between meetings, relevant staff are timely informed on new issues and programme related latest updates by emails. Appropriate use of e-mail and TronClass (an online learning platform) for information sharing among staff and with students are encouraged.

3.2 Communication with Students

The College recognises the importance of facilitating efficient communications with students to ensure that they have an inclusive and supported learning experience within the College. The Programme Leader is primarily responsible for managing and directing the programme, facilitating formal and informal communication with students. The Benevolence Education Centre is to ensure that all communication channels used with students are appropriate and effective. Moreover, the College provides new students with The Freshers' Orientation Programme, and activities jointly held with Students' Union. At the beginning of the academic year, class representatives and subject representatives are selected from the year, who can also ensure the communication between students and the college. Also, class Advisers play an important role in liaising between the College and the students. Students are strongly encouraged to contact the relevant subject teacher, Class Advisers and Programme Leaders, either directly or via the class representatives/subject representatives to raise any queries or make suggestions regarding subject matters and study, and are assured of a prompt response at all times. Academic Secretary is often the first point of contact for students, and plays a key role in providing administrative support to them.

The following are the elements of student communication procedures:

- A Freshers' Orientation Programme for new students takes place at the start of each academic year.
- All programme-specific information is disseminated electronically and on TronClass before the start of the academic year. Information includes the Student's Handbook, timetables, assessment schedule, marking guidelines and clinical study requirements. This ensures consistent and clear information is distributed across individual students, department and centres.
- The relevant Class Adviser(s) meets with students over the course of each academic year.
- Class representatives/subject representatives are elected in the beginning of each academic year to facilitate communication between students and the College.
- One student representative from the Students' Union to become a member of the Advisory Committee.
- Teaching staff attend Teacher's Meeting, they are briefed on all items that may affect the student learning experience, recognizing teachers' role as College's primary representative.
- Student representative attends Programme Committee Meeting to comment on the subject teaching and evaluation methods, also, expresses opinions on the College's services and facilities.

3.3 Communication with General Public

All reports on the College and programme quality assurance will be uploaded on the College website. These reports include but not limited to the following:

- The Quality Assurance Handbook
- Summary of the Programme Review Report
- Institutional Review Report
- Outline of the Ten Year Plan

The College understands its responsibilities and the right of students to gain access to information, and will comply with any reasonable requests.

3.4 Provision of Information about College Programmes

The following information is related to programmes offered by the College, it is also written in the Programme Definitive Document, Student's Handbook and College website* (http://www2.kwnc.edu.mo/?page_id=5481):

- Degree conferment title and level

- Programme contents
- Total number of students registered per programme*
- Assessment procedures
- Access, transfer and progression arrangements
- Application guide*
- Entry requirements*
- Student support system*

The College uses various channels for communicating and information provision related to College programmes, which include:

- College website
- College Facebook, Instagram and WeChat
- College prospective and other printed materials
- Newspaper and new media advertising
- Online course catalogue
- College Open Day
- Participation in seminars and recruitment fairs
- Participation in Further Education Counselling events
- College Newsletter

4. Quality Assurance Departments and Units

4.1 The College Council

The College Council supervises the College's overall academic standards, administrative and financial affairs; confers honorary doctorate and other honourable titles; approves the launching, amendment and termination of a programme; approves the establishment, modification and cancellation of organisational body, unit, department and centre; the Chair of the College Council and the President jointly sign the degree certificates. Authorities of the College Council are included in the Article XVIII, Chapter 2 of the Internal Regulations (Kiang Wu Nursing College of Macau, 2022a).

4.2 The President

The President is the person-in-charge of the institution who is responsible for managing College's administration, personnel, finance, teaching and research; jointly sign the degree certificates with the Chair of the College Council. Authorities of the President are included in the Article XIX, Chapter 2 of the Internal Regulations (Kiang Wu Nursing College of Macau, 2022a).

4.3 College Administrative Committee

The College Administrative Committee monitors and coordinates the operation of all departments; evaluate the distribution of resources for teaching, research and social service; make decision on emergency and major events. Authorities of the College Administrative Committee are included in the Article XXI, Chapter 2 of the Internal Regulations (Kiang Wu Nursing College of Macau, 2022a).

4.4 Academic Committee

The Academic Committee is the College's academic and teaching organisational body, it monitors the operation and development of teaching, research and social services in College. It also formulates academic matters regarding programme and scientific research projects offered, and provides opinions on academic-related policies; formulates the quality assurance system and schemes at the college and programme level and monitor their implementation. Other than the President, committee members include heads of academic affairs, teaching and research staff representatives, there are also the participation of external professionals. Authorities of the Academic Committee are included in the Article XXII, Chapter 2 of the Internal Regulations (Kiang Wu Nursing College of Macau, 2022a).

4.5 Education Department

The Education Department manages teaching and learning activities in the College. The Executive Officer of the Department works with the Programme Leaders to manage the operation and development of programmes. Detailed description of authorities of the Education Department are included in the Article XXVII, Chapter 4 of the Internal Regulations (Kiang Wu Nursing College of Macau, 2022a).

4.6 Programme Committee

The Programme Committee is the fundamental organisational body that supervises the operation of a programme. It is responsible to monitor the teaching outcomes and quality, to ensure the programme goals are achieved. The Programme leader handles course-related matters daily, and collects opinions from students and teachers on programmes and teaching through the Programme Committee Meeting once every semester. Also, discusses the revision plan of the course, teaching and learning-related matters.

For compositions, authorities of the Programme Committee, refer to Article XXIV, Chapter 3 of the Internal Regulations (Kiang Wu Nursing College of Macau, 2022a).

4.7 Examination Committee

The Examination Committee is responsible to review the assessment results, to make decision on students for advancing, repeating and/or for graduation, taking supplementary

exams, retake a course, repeat a year, or deferral of studies. Also to process scholarships; assess the student name list for graduation, degree conferment, rate students for their excellent achievements, and submit them to the Academic Committee for approval. Examination Committee Meeting is convened one to four times every academic year.

Its members comprised of President, Programme Leader, relevant subject teachers (internal examiners), Class Adviser(s) and External Examiners. Authorities of the Examination Committee are detailed in Article XXV, Chapter 3 of the Internal Regulations (Kiang Wu Nursing College of Macau, 2022a).

4.7.1 External Examiner

For the purposes of quality assuring assessment, External Examiners are responsible for ensuring the appropriate standards are applied, and that the courses offered are based on the level and evaluation criteria of each degree, and their effectiveness would be similar to other higher education institutions. The duties of the external examiner include:

1. To monitor the examination system implementation and subject assessment quality;
2. Through reviewing the subject content, the performance and results of the students (assignment/examination), to evaluate the teaching and learning of the subject;
3. To identify and correct issues in teaching, to submit External Examiner report to the President before the Examination Committee meetings being held every semester/academic year;
4. To attend Examination Committee Meetings timely, and make comments on students' reassessment and progression;
5. To maintain effective communications with Programme Leader and duly grasp teaching progress;
6. To provide recommendations for programme development and reform according to global nursing education trends;
7. To provide suggestions for the implementation of holistic education, enhancement of teaching quality and improvement in teaching effectiveness.

4.7.2 Appointing External Examiner

The recruited external examiner must have a national and international education perspective. The External Examiners of College's programmes are recognized independent experts in the field of learning and practice, whose qualifications and/or experience attest to his/her ability to fulfil the duties of an External Examiner. The External Examiners are nominated by the Education Department, his/her qualifications approved by the Academic Committee and appointed by the President after confirmation. External Examiners are normally appointed for a period of 2 to 3 years depending on the study period of the programme. And the appointment of External Examiner is renewable. For details, refer to Management Methods, Human Resources Division, Appointing

Experts and Scholars from Outside of the College (Kiang Wu Nursing College of Macau, 2022b).

4.7.3 Support for the External Examiner

The Programme Leader of individual programme is the person primarily responsible for the support of its External Examiners. Where queries relate to the academic content of a programme, the Programme Leader will liaise between the relevant subject teacher and/or instructors and the External Examiner, facilitating communication and transfer of assessment materials between both parties. Once appointed, the Programme Leader will provide all relevant information to the External Examiner, including:

1. College information, including contact details
2. Programme aims and objectives
3. Programme learning outcomes
4. Programme assessment system
5. Quality Assurance procedures relating to assessment
6. Assessment documents and marking schemes
7. External examiner's report guidelines and template

All communication between the College and the External Examiner is coordinated by the Programme Leader, and should take place through secure means. The External Examiner is required to acknowledge receipt of all assessment materials from the College and inform the relevant staff.

4.8 Quality Assurance Working Group

The Quality Assurance Working Group is accountable to the Academic Committee, is led by the Vice-President (Academic). Its main role is to coordinate and manage the external quality assurance process; to promote continuous improvement of the internal quality assurance system and update the Quality Assurance Handbook.

5. POLICIES FOR QUALITY MANAGEMENT OF PROGRAMME

5.1 College's Internal and external quality assurance system

In order to improve teaching quality and respond to various requirements of external quality assurance, the college has gradually implemented a quality assurance system, including external monitoring and internal monitoring (including clinical teaching monitoring) (Refer to Appendix 1).

5.1.1 External monitor

The Education and Youth Development Bureau regularly reviews the programmes, and

the College requires to be reviewed regularly by external quality assurance experts in accordance with the requirements of the “Higher Education Regime” (refer to point 2 of this manual for details). In addition, people from the government and various sectors of the society form an Advisory Committee to supervise the curriculum and provide guidance, opinions and suggestions on the College development. The College conducts the "Nursing Graduate Performance Survey Questionnaire" after students graduated, to collect employers’ satisfaction information regarding graduates’ work performance.

5.1.2 Internal monitor

The internal monitoring is supervised by the College Council. The President is responsible for the internal quality assurance system, and the Academic Committee, Programme Committee and Examination Committee supervise the operation and quality of the courses according to their functions (refer to point 4 of this manual for details). In addition, the Education Department organises teaching supervision and prepares subject teaching evaluation questionnaires to fully comprehend the teaching situation, and provide support to teachers and make suggestions for improvement (refer to Table 1 for details).

The College has formulated the "Clinical Placement Venue Management Methods", and the College selects clinical learning bases according to the clinical study outcomes. The "Clinical Teacher Appointing System" of the Management Method stipulates the qualification requirements, appointing methods, and responsibilities of clinical teachers. The Education Department regularly arranges "Nursing Preceptor Training Course" to cultivate the professional and teaching abilities of clinical teachers. Those who complete the course and pass the assessment can become listed nursing clinical teachers. In addition, the course will collect and analyse students' feedback questionnaires on clinical teaching at different bases every academic year to continuously enhance the quality of clinical learning.

5.2 Procedures for Ongoing Monitoring of Programme

In order to ensure the enhancement of the academic quality and standard of each programme, the College conducts a series of evaluations and reviews to seek feedback and assessment of all aspects of the programmes. These are then reviewed and suggestion are made for continuous improvement. The following table demonstrates items of programme monitoring:

Table 1 Programme monitoring activities

Evaluation Methodology	Stakeholder Involved	Frequency	Elements Evaluated
Teaching evaluation questionnaire	Students	Completion of Module/ End of semester	Subject Content Subject Teaching Quality Teaching and Tutorial Supports Assessment & Learning Environment
Subject Evaluation by Teacher	Subject Teacher	Completion of Module/End of semester (Report at Examination Committee Meeting)	Subject Content Subject Teaching Quality Assessment Student Performance Learning Outcomes Resources & Support
Programme Committee	Teachers Students Clinical Representatives	Once per semester	Programme Content Subject Content Subject Teaching Quality Teaching and learning resources Student learning progress
Teaching supervision	Executive Officer of Education Department Programme Leaders	During term time	Subject Content Subject Teaching Quality Teacher-student Interactions
Examination Committee	Teachers External Examiners	At least once per semester (End of semester)	Assessment Method Assessment Reliability and Validity Learning Outcomes Student Performance
Reports of External Examiners	External Examiners	Once per semester	Overall Assessment Process; Reliability, Validity and Assessment Consistency
Academic Committee	Members of Academic Committee	At least once per semester	Assess Teaching Quality Approve Award Classification of Graduates
Employer Survey	Employer/Supervisor of graduates	Annual	Graduates Work Performances

5.3 Procedures of programme modification

The Programme Committee is the body responsible for the comprehensive review of all data during the evaluation period. Based on this, the Programme Committee can identify areas for continuous improvement and make proposals for programme modification whenever necessary. For any modification proposal, the Programme Leader should sought initial advice from the Executive Officer of the Education Department to confirm whether the proposed change is minor or major. Minor modifications are approved through internal procedures, the Programme Committee propose the change to the Standing Working Group of the Academic Committee/Academic Committee. Whereas major modifications require Education and Youth Development Bureau approval prior to

implementation. Major modifications include revisions to the name of the course, study plan, programme learning outcomes, or credit proportion, etc.

For Major modifications, the Programme Committee should firstly review the modifications of the programme, then the Education Department should present it to the College Administrative Committee for comments on resources, also with the comments of the Academic Committee on the academic quality, the College Council should make the approval. Then, the changes will be reported to Education and Youth Development Bureau (and consult the Bureau on whether programme accreditation process is required). Only upon the approval of the Bureau, can the modification be made. Approving programme/programme modifications are the College's constant mechanisms.

5.4 Procedures for New Programme

In respond to social demand (including stakeholders like employers, graduates and government policies), institution development and global trend, the College develops new programmes. The procedures are:

1. The College Administration Committee initiate the idea of developing new programme based on the market demand, source of students, College's development plan and mission.
2. The President establishes a Programme Planning Committee with appointed temporary Programme Leader, teachers and external experts (if necessary) with relevant qualifications as committee members to commence the programme development process.
3. The Programme Planning Committee is to draft a programme proposal and curriculum framework based on research and consultation with appropriate academic, professional and/or industry experts and organisations. The Committee also identifies and recommends staff with relevant qualifications and experience staff for the programme.
4. The content of the proposal and curriculum are discussed by the Education Department.
5. Thereafter, the proposed programme is submitted to the College Administrative Committee for resource consideration.
6. Subsequently, the Academic Committee discusses the academic arrangements of the new programme plan, and external experts in the committee can provide professional opinions.
7. The new programme plan is submitted to the College Council for approval.
8. The College arranges an accreditation for the new programme.
9. Once the new programme accreditation is completed and the results determined as "Meeting Accreditation Standards" / "Meeting Accreditation Standards with Condition(s)", the final accreditation report, application documents for new programme will be submitted to the Education and Youth Development Bureau.

When develops a detailed programme proposal, the Programme Planning Committee would address (at least) the following key areas:

1. Rationale for the development of the programme.
2. Coherence connection between the programme proposal, the College development plan and mission.
3. Relationship of the proposed programme to the existing programmes within the College.
4. Market demand and prospects of the target market.
5. Programme level, potential course content, including subject titles and outline content.
6. Resource application – facilities, equipment, etc.
7. Teacher Qualification required.
8. Proposed assessment methodologies.
9. Proposed programme's overall timetable.

The College Administrative Committee discusses the programme plan of the proposed programme in following aspects:

1. The programme's compatibility with the College's purposes and development plan;
2. Market demand evidences, the expected course fees and the ability of the target market to pay;
3. Academic experts and leadership required (if currently unavailable within the College, where can they be found);
4. Potential and suitable collaboration with organisations, employers, clinical study bodies, host organisations (relevant to the programme) and/or professional bodies.

The Academic Committee evaluation process mainly considers:

1. The academic quality of the proposed programme.
2. The academic ability of the teaching team
3. The application and implementation method of quality assurance

6. QUALITY ASSURANCE FOR ASSESSMENTS

6.1 Assessment Principles and Practices

6.1.1 General Principle

The objectives of student assessment are to facilitate learners to achieve the requirements of the programme and evaluate the outcomes of the programme. Consequently, The College should list in the relevant documents of each programme the supplementary

supervision procedures mentioned in this Handbook regarding the evaluation management and implementation. The documented programme assessment strategy for each programme should:

1. Aim to ensure that the programme employs an appropriate balance of formative and summative assessment; Including periodic (mid-term) and summative (final) assessments;
2. Ensure that assessment methodologies are clearly linked to programme learning outcomes as listed in the Programme Definitive Document;
3. Provide a rationale for the choice of assessment method, criteria and procedures and explain how fairness and consistency can be achieved across the range of assessments; in particular, it should describe how validity, reliability and authenticity of the assessment and procedures can be assured;
4. Ensure the compatibility of the programme's assessment equipment with the requirements of the institutional grading system;
5. Ensure that the programme's continuous assessment workload is planned and distributed in an appropriate, balanced fashion;
6. Describe special regulations that may be suitable to the programmes, such as giving alternative modes, progress adjustments and meeting target requirements, etc.

Other principles related to the management and implementation of the College's assessment also include:

1. Students should receive feedback on their performance which is timely and clearly related to the assessment criteria and learning outcomes listed in the Programme Definitive Document. Feedback should be formulated and delivered in such a way that would enable students to improve their performance in future assessment tasks;
2. The evaluation and review evidence of different teachers (internal examiners) must be consistent;
3. The distribution of assessment over the course of the academic year should be planned in order to avoid duplicated, repeated assessment or over-assessment across subjects;
4. Marking schemes should be formulated and clarified in relevant documents for each assessment in advance and be consistently applied by examiners;
5. Acts of cheating and plagiarism should be actively discouraged by examiners, and procedures of detecting these behaviours should be compatible with assignment submission and marking procedures. All examiners and staff that assesses should be aware of related procedures, therefore, when incidents of academic impropriety occurred, the accurate procedures can be applied;
6. Assessment materials should be securely stored before and after the assessment

takes place to protect the integrity of the assessment process.

The individuals and organisational units that support the management and practice of assessment at the College are: examiner, Programme Leader, Executive Officer of Education Department, Programme Committee, Examination Committee and Academic Committee. For their responsibilities please refer to Internal Regulations (Kiang Wu Nursing College of Macau, 2022a).

The Programme Leader is responsible for the managing and co-ordination of the assessment process. All associated documentation, scheduling, meeting minutes, preparation and provision of related information for examiners, provisions and distribution of information to students, and other relevant activities are the responsibility of Programme Leader. This process and associated procedures are monitored and reviewed by the Executive Officer of the Education Department, while the Academic Committee is responsible to ensure the overall quality of the assessment process.

6.1.2 Internal Grading

In subjects with multi-examiner, a proportion of the assessments are done by cross marking (according to assessment rubrics), usually the examiners are teachers responsible for the subject and the grades are determined after discussion took place between examiners. Normally, the difference in grading of no more than one grade is considered acceptable.

The internal examiner for any given programme is normally the teachers responsible for that programme. He/she is responsible for:

1. Provide the Programme Leader with draft assessment questions and marking schemes in a timely manner, then submit the related information to the Internal Examiner.
2. Consider any comments and suggestions made by Internal Examiner.
3. Reinforce the requirements for assessment of each subject.
4. Provide support and guidance to students as they complete assessment.
5. Provide related information on the marking criteria.
6. Provide information to students on the structure and arrangement of examination paper.
7. Remind students of assessment deadlines and submission method.
8. Grade student work in accordance with the agreed marking criteria to assess the expected learning outcomes of various subject.
9. Provide feedback to students according to guidelines, it should focus on strengths and weaknesses of the student.
10. Write a report on their responsible subject, the content of the report should propose relevant evaluation strategies for the subject's expected learning outcomes.

11. Indicate suspected cases of plagiarism or cheating.
12. Attend Examination Committee.

6.1.3 External Grading by External Examiner

Representative assessment content will be selected from each programme for the external examiners to review. These include two samples each of high, middle and low scores of each subject. Additionally, other documents that required to be submitted to the external examiner for review include:

- A cover letter from the Academic Secretary including the date of the Examination Committee Meeting and deadline for assessments.
- A copy of grading sheet containing all assessed subjects' results.
- A blank external examiners feedback form.
- Student numbers of all assessment samples.

External Examiner is required to return all assessment information with a completed external examiner feedback form before the deadline. Then, the External Examiner's comment will be reported to the President and relevant Programme Leader and Internal Examiners. Moreover, if there are any suggestions on future subject modification or other advices, they will be discussed in the Programme Committee Meeting. Any feedback given by External Examiner is discussed in the Examination Committee Meeting. The Examination Committee assessment procedures and determination of results are in compliance with Programme Definitive Document.

6.2 Assessment Components

6.2.1 Examination

Depending on the nature of individual subjects, examination is to evaluate students' understanding of the subject. For details of examination and supplementary examination, refer to Student's Handbook, Part IV, Article X and XI (Kiang Wu Nursing College of Macau, 2022c).

6.2.1.1 Examination Papers

An important responsibility of subject teachers is writing examination papers. Teachers are required to draft examination papers before the date specified by the Programme Leader. It is recommended that they consider the expected learning outcomes of the subject, the major aim of examination content is to assess the extent to which students can achieved expected learning outcomes of the subject. For details, refer to Management Methods, Regular Management Regulations of the Teaching works of Academic Staff (Kiang Wu Nursing College of Macau, 2022b). Moreover, Teachers are required to submit a marking scheme and model answers for their drafted examination paper.

The Programme Leader reviews all papers prior to sending them to individual Internal Moderator. The Internal Moderator reviews the examination papers and provides feedback. The feedback would usually be taken into account and incorporated into a revised examination paper which is then considered final.

6.2.1.2 Examination Arrangements

For details of examination arrangements, refer to Student's Handbook, Part IV, Article X (Kiang Wu Nursing College of Macau, 2022c).

- There are normally two semesters in an academic year and end of term examination is scheduled once at the end of each semester.
- Examination schedule (examination and supplementary examination) is announced on the TronClass. Students are responsible to check for the announcements. Therefore, exams would not be missed.
- Students must comply strictly with all examination regulations. For details of Examination and Examination Room Regulations, refer to Student's Handbook, Part XII (Kiang Wu Nursing College of Macau, 2022c). The regulations take immediate effect once announced and College reserves the rights to amend and explain those regulations.
- Any complaints related to examination must be submitted in writing to the Programme Leader within 5 working days after the examination. Submission after that period or anonymous submission will not be processed.

6.2.1.3 Examination and Examination Room Regulations

It is a disciplinary offence for a student to breach the Examination and Examination Room Regulations that his/her student status might be terminated. If a student is suspected of breaching Examination and Examination Room Regulations, the invigilator will confiscate any unauthorized materials, depict the incident on a report. The student is permitted to complete the examination without disturbing other students at the examination hall, and explain to the invigilator at the end of the examination. The invigilator submits a report to the Executive Officer of Education Department and the Programme Leader. For details, refer to Invigilator's Manual (Kiang Wu Nursing College of Macau, 2020d).

6.2.2 Continuous assessment

Programmes delivered at the College are assessed according to the learning outcomes and assessment criteria specified for each subject. Before teaching begins, the teacher submits the assignment specification for his/her subject to the respective Programme Leader. The specification includes a description of the assessment arrangement, the marking breakdown, submission date and other relevant information. For details, refer to various Programme Definitive Documents and Subject Teaching Schedule.

6.2.3 Clinical assessment

(Applicable for all programmes with clinical component)

Clinical Assessment is to facilitate clinical evaluation and to enhance the student's nursing competence. This includes evaluation contributed by the students, the teachers and other clinical teaching staff. The process is a combination of periodic and summative evaluation. The former is made in the first 1/2 to 2/3 period of the clinical study. The Clinical Teacher, College Clinical Supervisor and/or Nursing Preceptor provides on-going feedbacks to students on their clinical performance and advice on areas for improvement. The Clinical Teacher and/or Nursing Preceptor documents the feedback and time during half-way of the clinical participation, observation of the student's clinical practice and ability to link theory to practice. The summative assessment provides a comprehensive assessment of the entire clinical study process, and assesses whether the student has enough knowledge and skills to become a clinical nurse. The aims of the periodic and summative evaluations are to ensure that the learners have fully acquired the necessary professional knowledge and are willing to develop an attitude of lifelong learning and professional growth.

For details of student clinical assessment, refer to Clinical Teaching Handbook (Kiang Wu Nursing College of Macau, 2020e).

6.2.4 Objective Structural Clinical Examination (OSCE)

(Only for the Bachelor of Science in Nursing Programme)

OSCE is designed to assess clinical skill performance and competence in skills such as communication, clinical examination, skill operation, and evaluation and interpretation of results as pre-clinical assessment for final year students.

This assessment usually comprises a circuit of short (the usual is 15–20 minutes although some use up to 25 minutes) cases, in which each assessee is examined on a one-to-one basis with two assessors and either real or simulated patients (actors or electronic patient simulators). Each case has different assessors.

Marking in OSCE is done by the assessors in each case using a standardized marking sheet. An OSCE is made objective by having a detailed mark scheme, standard set of questions and communication among assessors. The examiner is usually asked to grade the candidate as pass or fail. Detailed OSCE information and the marking sheets are available on TronClass.

6.3 Provision of Assessment Information to Students

Student's Handbook contains information on policies, procedures and regulations pertaining to assessment (Kiang Wu Nursing College of Macau, 2022c). The Student's Handbook is introduced to new students at the Freshers' Orientation Programme. Students are encouraged to keep an electronic copy for reference. The Handbook is reviewed and updated regularly. While students continuing in the programme are advised to refer to the

latest version of the Handbook regularly. Any further revisions are made available for download.

At the start of each academic year, students are reminded to read the Programme Definitive Document and Student's Handbook. On the TronClass, students are notified of the semester commencement and end dates, date of the examination week, subject schedule, and related assignment submission dates. Within the first week of each semester, students receive relevant continuous assessment's assignment requirements, and relevant information. The assignment requirement information, provides students with details of the assessment tools being employed, the learning outcomes that the assessment is based on and the criteria will be applied to assess student performance, and the deadline and means of submission.

The distribution of assessment results is the responsibility of the Academic Secretary. In accordance with the principle of confidentiality, teachers and examiners will refer any queries relating to the examination process or the Examination Committee to the Programme Leader or Executive Officer of Education Department to follow up.

6.3.1 Responsibilities of Students in Assessment

Once students received information about assessments, it is their responsibility:

1. To confirm the final examination timetable on the TronClass before the examination as there may be amendments to the provisional schedule;
2. To be familiar with all information relevant to the assessments and examinations;
3. To be aware of the date, time and location of examinations relevant to him/her;
4. To arrive at the examination venue 10-15 minutes prior to examination commencement;
5. To read Examination and Examination Room Regulations, refer to Part XII of Student's Handbook (Kiang Wu Nursing College of Macau, 2022c);
6. To submit all assessment materials by the designated deadline;
7. To submit any request for extension of assignment submission dates in writing (if necessary);
8. For sudden incidents, e.g. emergency medical condition or bereavement, student is required to inform the subject teacher/Class Adviser/Programme Leader of the occurrence that may adversely affect performance and to apply for assessment deferral. For details refer to Student's Handbook, Section IV Article XII (Kiang Wu Nursing College of Macau, 2022c).

6.3.2 Assessment Submission Procedures

For both hard and soft copy assessment submissions, the declaration of own work form must also be submitted. Soft copy submissions (if applicable), are uploaded to TronClass

or e-mailed to relevant subject teacher or designated person. Details of assessment submission guidelines are included in individual Subject Teaching Schedule.

In the case of presentations and group work, the assessor is required to keep the marking scheme for individual student/each group. If there is a discrepancy between the written and oral exam, or between individual members of the group, the abovementioned marking scheme can be used to check whether there is any deviation (positive or negative). Any student who feels it is necessary may apply for an appeal.

Students wishing to apply for assessment deferral, are required to apply in writing to the Programme Leader with reasons and documentary evidence, if one is available at least 7 working days before the assessment; this request must be accompanied by supporting documentation and/or a description of the extenuating circumstances which led to the request for extension. If prior application is not possible, students must apply within 5 working days after assessment of the subject. Once approved, assessment will be rearranged. The result of supplementary assessment can be treated as the first assessment. And student is required to pay the administration fee for assessment.

The followings are the only reasons that are acceptable for assessment deferral:

Medical: The student has been absent from College due to emergency medical condition/injury. It is required to submit a medical certificate, to calculate the proportion of time required to complete the work.

Bereavement: Emergency situations of close relatives: Recent deaths or serious injury of a close family relative. The student must submit a letter explaining the circumstances if there are complementary information, it can be submitted all together.

Others: Representing Macao or the College in important events.

For details of assessment deferral or re-assessment, refer to Student's Handbook, Part IV Article XI, XII (Kiang Wu Nursing College of Macau, 2022c).

6.3.2.1 Late submission of assignments

Any late submission of work without prior application and approval will affect the assessment results. For late submission, it is suggested to deduct 10% of total score per day while no mark will be given for delay of more than 1 week. Teacher can set punishment system but it must be clearly stated in the Teaching Schedule at the start of the semester. For details, refer to Teacher's Handbook point 7 (Kiang Wu Nursing College of Macau, 2020f)

6.3.2.2 Marking and grading

Explicit marking criteria (i.e. the learning outcomes, including knowledge and skills

requirements that are taken into account in the assessment marks) or use of Assessment Rubric are necessary in order to enable consistent standards of marking and judgment to be maintained. They can also provide students with a clear statement of what is expected of them, therefore, guidance is provided to improve their performance.

A generic marking criteria relating to degree conferment is available. Programme marking criteria can be used as supplement of individual programme level, to reflect discipline-specific learning outcomes. Such criteria are listed in various Programme Definitive Document.

Examination Committee determines whether the extent to which the marking criteria can take into account of individual student's difference in level, whether a student's strengths in one area can offset shortcomings in another and whether consideration is given to factors such as differences of approach, style and interpretation, etc..

The aim of the marking procedure is to ensure accuracy and consistency of marking, for every student. Results are to be approved at Examination Committee Meeting. Students are informed at the start of their study programme and at the beginning of each academic year of assessment arrangements, purpose and related obligations.

Programmes of the College are organized in clearly-defined stages. In order to achieve the progress of the specified stage, students must be able to demonstrate the minimum expected learning outcomes required in a specific stage.

6.3.2.3 Assignment feedback

Transparency in grading is essential. Feedback is documented by the teacher for each assignment explaining where marks were awarded and deducted as much as possible. The main purpose of such feedback is to enable the student to use the assignment process effectively in preparation for their final examination and to ensure transparency in the marking process. Documentation and assignments are available for the External Examiners to review when requested.

Results and feedback from assessment work are given to individual student by subject teacher. When possible, teachers should reserve time for student consultation in relation to feedback on the assignment/assessment.

6.3.2.4 Recording and announcement of results

Results of assignments/assessments are compiled by subject teachers and approved at Examination Committee meeting. Announcement of results is arranged by the Academic Secretary.

At the end of each semester, results are announced on TronClass, where students can access their individual results by logging into their account. In this way, the student's confidentiality of information is protected. At the end of an academic year, the College

informs individual student in writing on the results (in grades) of all subjects of the academic year. Also, student is notified about their progression status/graduation. Any result released before endorsement by the Examination Committee is for reference only. The Examination Committee reserves the right to revise the assessment results. And all results formally announced after the Examination Committee Meeting is considered final.

6.4 Exemption of Subject and Transfer of Credits

6.4.1 Exemption of Subject

If a student is granted exemption of a certain subject, such subject credits will not be calculated into the accumulated credits of the programme. Hence that student should take another subject in order to attain the necessary credits for obtaining a degree.

6.4.2 Transfer of Credits

In credit transfer, a student may use the credits obtained in a recognised programme in previous study transferred and computed into the cumulative credits of this programme. And the grade obtained in the recognized programme in previous study may be carried along with the credits together. If the grade is intended to be carried along, credits acquired should normally be obtained from other programme(s) of Kiang Wu Nursing College of Macau or other collaborative institutes. The conditions and percentage of credits transferred from other universities or from other programmes of this College vary with programmes.

According to the No. 19/2018 Regime of Credit System in Higher Education, there is a certain limit to the proportion of credits transferred. The maximum number of credits transferred for collaborative programmes can be determined by the two collaborative institutes, this should be clearly stated in the collaborative agreement signed between the College and the collaborative party. For details, refer to Chapter 20 of Internal Regulations (Kiang Wu Nursing College of Macau, 2022a).

All cases involving exemption of study and credit transfer is handled by the Academic Committee, which also makes the final decision.

6.5 Deferral of Studies

When students are not able to continue in the study or participate in the learning activities due to health or other reasons, student may apply to the Programme Leader for deferral. Moreover, when students whose health or any other conditions affecting their own, other students or staff's safety, they will be requested to suspend their study until the condition is improved. For details regarding deferral of studies, please refer to Student's Handbook, Part IV, Article XII (Kiang Wu Nursing College of Macau, 2022c).

6.6 Withdrawal of Studies

Any student who intends to withdraw from the study programme is advised to consult Class Adviser, Student Affairs Officer of the Benevolence Education Centre before application. For current student already registered considers withdrawal or he/she considers withdrawal after semester already commenced, he/she must apply in writing, stating the reasons, to the Programme Leader. The Programme Leader then makes recommendation to the President for final approval. Once approved, the student is required to complete the Application for Withdrawal of Study and relevant procedures. All fees paid will not be refunded. The student is liable to settle all fees due or else termination of study applies. For details, refer to Part VI of Student's Handbook (Kiang Wu Nursing College of Macau, 2022c).

Any new student applies to withdraw from the study programme requires to complete the procedures before commencement of study. Once approved, all subjects enrolled will be cancelled and fees paid will not be refunded.

6.7 Resumption of Studies

Student granted deferral should apply in writing to the Programme Leader 30 working days before commencement of the semester the student planned to resume his/her study and within the granted period. Once resumed the study, student must comply with the programme studying plans, schedules and settle relevant fees. For details regarding resumption of study refer to Student's Handbook, Part VI, Article IV (Kiang Wu Nursing College of Macau, 2022c).

6.8 Termination of Studies

Under certain circumstances, including academic misconduct or to be found guilty of a major offence, the College has the rights to discontinue the student's study.

The student concerned will be notified in writing about the decision and that the student must complete all procedure within the stipulated period. Once the decision is notified, the student concerned is not allowed to participate in any College learning or related activities. Student who failed to pay any fee related to the study shall not be eligible to apply for any transcripts or certificates related to his/her study.

6.9 Appeal on Assessment Results

Any student appeals on assessment result shall be dealt with in accordance with stipulated procedures. Any student has two appeal opportunities for every subject, for details, refer to the Programme Definitive Document.

6.10 Grade Review

Students may request review on any assessment, please refer the Student's Handbook, Part V, Article III. A review is the reconsideration of the assessment decision, either by the original assessor or other designated persons. Students are required to state the reasons for the requested review. Normally the reason for review is that the student suspects the assessment was inaccurate in some aspect. During the review period, the examiner/subject teacher requires to conduct the review process based on the student's reason for applying for the review, and advise on whether the marks need to be changed or not. If the examiner/subject teacher keeps the original results, it is necessary to provide the student with a sufficient written explanation for not changing the marks. Relevant decisions must be made in accordance with related assessment criteria and recorded in writing, grade reviews may lead to lowering of the grade. The review process must be completed on time, therefore the degree can be conferred according to the original schedule.

7. THESIS QUALITY ASSURANCE

Thesis is a compulsory subject for Master's and PhD programmes. The thesis corresponds with the teaching and learning activities that are implemented according to the Subject Intended Learning Outcomes. The quality of the thesis is assured in keeping with the following regulations.

7.1 Appointment of Supervisor(s)

- The main supervisor must have a doctorate/ PhD degree or have an academic title equivalent to at least Associate Professor or above;
- A co-supervisor can be appointed in accordance with the topic and context of the thesis; co-supervisor must have a Master's degree or above, or must be a senior and experienced practitioner in areas concerning the thesis;
- The qualification of supervisors (both main supervisor and co-supervisor) is recommended by the Programme Leader, the Education Department will submit the list to the Academic Committee for approval;
- The College's President will issue Thesis Supervisor Confirmation Letter;
- A person who is the spouse of the postgraduate student, or who has a fourth degree of kinship, or a third degree affinity, or who has had any such relationships mentioned with the postgraduate student, is not allowed to serve as his/her thesis supervisor;
- To ensure the quality of supervision, each thesis supervisor can supervise no more than 6 postgraduate students at any one time in principle.

7.2 Roles and Responsibilities of Thesis Supervisor(s)

- To assist students in choosing and determining the topic of the thesis;
- Responsible for supervising the academic direction of the research and the correctness of the thesis;
- To guide students to develop and execute plans for the thesis;

- To supervise students to complete the thesis;
- To determine if students can apply for thesis proposal, thesis pre-defence, and the formal thesis defence. Supervisors are responsible for overseeing the correctness of thesis content, ensuring the thesis has a plagiarism score of no more than 20%; if academic misconduct is suspected, the College will follow the procedures for handling suspected plagiarism;
- When the thesis supervisor requires to be changed due to factors such as resignation or further studies abroad (for six months or above), the original supervisor is responsible for supervising the student until a new supervisor is selected.

7.3 Thesis Proposal

- The Thesis Proposal Assessment Committee is made up of three academic staff from the College. If there is a joint supervisor, the committee should contain five members. Committee members should be recommended by the teacher of the thesis subject and confirmed by the Programme Leader;
- The thesis proposal is assessed according to the standardised assessment rubric.

7.4 Thesis Defence

7.4.1 Before thesis defence

- Before the formal thesis defence, students must participate in the thesis pre-defence organised by the thesis subject teacher, students can only apply for the formal thesis defence if they pass their pre-defence;
- Students must complete the Thesis Defence Application Form, signed by their supervisors, and approved by the Programme Leader and the Education Department. The application will then be transferred to the College's President for final approval. If students wish to postpone the formal thesis defence, they can complete the Thesis Defence Extension Request form, detailing reasons for requesting an extension. The request form must be approved and signed by the supervisor(s) before submitting to the Academic Secretary for the approval from the Programme Leader. Students will be informed for further procedures if the extension request is granted.

7.4.2 During Thesis Defence

Master's graduation thesis defence

- Thesis defence will be hosted by the Oral Defence Examination Committee, the Chair of the Examination Committee will monitor the process. The Oral Defence Examination Committee will consist of no less than 3 members, including

members of the Academic Committee or personnel recommended by the Academic Committee, experts of the subject matter of the thesis, thesis supervisors, the Oral Defence Examination Committee must also include an external examiner from another higher education institution.

- The appointment of members and the Chair of the Oral Defence Examination Committee is considered and recommended by the Academic Committee, after the appointment is made, the College President will:
 - Announce the names of the appointed members of the Oral Defence Examination Committee to the defence student, all staff and students via emails;
 - If the Chair of the Oral Defence Examination Committee is unable to participate due to unforeseen circumstances, the Chair of the Academic Committee can appoint a substitution.
 - The Oral Defence Examination is an open examination.

PhD's graduation thesis defence

- The Oral Defence Examination Committee is chaired by the College's President, or by the authorised College's Vice-President, or by a professor or an academic staff with equivalent or higher academic title from another higher education institution; any personnel nominated as the Chair must have the experience of supervising at least 3 graduated PhD students.
- The Oral Defence Examination Committee must contain a minimum of 3 academic staff or researchers with doctoral/ PhD degrees, one of the Committee members should come from another higher education institution, and one member should be the thesis supervisor.
- Experts who have specialist knowledge related to the subject matter of the thesis can be appointed as a member of the Oral Defence Examination Committee.
- Members of the Oral Defence Examination Committee should have at least 3 members who have relevant knowledge related to the subject matter of the thesis.
- The appointment of members and the Chair of the Oral Defence Examination Committee is considered and recommended by the Academic Committee, after the appointment is made, the College President will:
 - Announce the names of the appointed members of the Oral Defence Examination Committee to the defence student, all staff and students via emails;
 - If the Chair of the Oral Defence Examination Committee is unable to participate due to unforeseen circumstances, the Chair of the Academic Committee can appoint a new substitution.
 - Oral Defence Examination is an open examination.

It is the responsibility of the College Postgraduate Committee to ensure that the external examiner is competent to assess the degree. The external examiner is appointed for their specialist knowledge, whereas the Internal Examiner may be a generalist or an expert in

only part of the subject matter of the thesis.

After the defence:

- The Oral Defence Examination Committee will host a meeting wherein all members of the committee will individually assess the oral defence and vote (No abstentions allowed). The Chair will summarise the result and fill in the Oral Defence Decision Form, and may make the following outcomes: Award PhD, Conditional Award or Fail;

The student should amend the thesis according to the recommendations suggested by the Oral Defence Examination Committee within 30 days (or within the number of days suggested by the Committee), and the student should then follow the Thesis Submission Procedure and submit the graduate thesis.

8. STUDENT ACADEMIC MISCONDUCT

The College is committed to eradicating student academic misconduct in order to ensure the standard and reputation of the College's education. Consequently, there are no time limits on the investigation for suspected and confirmed academic misconduct. The College is committed to having fair, effective and timely procedures for appropriately handling allegations of student academic misconduct.

During an examination or in an assignment, collusion, plagiarism, or attempts to commit the abovementioned and/or other misconducts, the student will be deemed to have violated or participated in the violation. In order to prevent students from being involved in academic misconducts, the Benevolence Education Centre designed a Student Support System that included guidelines for quoting articles, definitions and detailed explanations of all academic misconducts. The College provides an academic integrity online course and any new student is required to complete the course within nine months after commencement of the Programme, for details, refer to Student's Handbook Part IV, Article XV (Kiang Wu Nursing College of Macau, 2022c). The associated rules and regulations are covered as part of student orientation and a summary included in the Student's Handbook. The guidance and related policies are also made available online. All students are therefore expected to be fully conversant with the rules and regulations associated with academic misconduct. In addition, students are required to declare that the work submitted for assessment is their own work.

The College ensures that detecting and handling student academic misconduct trainings are provided for all staff. When a student is suspected of academic misconduct, the allegation, with supporting evidence, should be referred to the respective Programme Leader, who determines if there is sufficient evidence for the case to be formally investigated. Where there is sufficient evidence the student will be notified in writing that an allegation has been made and needs to be investigated. The College will provide investigation procedure details, guidance and support.

8.1 Plagiarism

Plagiarism by students is considered academic dishonesty or academic fraud, and offenders are subject to academic disciplinary action, the heaviest punishment can be termination of study. Common forms of plagiarism include submitting someone's work as their own, re-writing someone's work without properly citing sources, using quotations, but not citing the source, interweaving various sources together in the student's work without citing, not citing all passages that should be cited etc. For details on guidelines and examples of correctly citing articles, refer to Management Methods, Research Management & Development Department, Guidelines for Academic Writing Format (Kiang Wu Nursing College of Macau, 2021g).

Student plagiarising can result in punishments such as receiving zero marks on the particular subject, or even termination of study, for details, refer to Student's Handbook, Part VII, Article III (Kiang Wu Nursing College of Macau, 2022c). For cases of repeated plagiarism, or severe plagiarism e.g. submitting a copied piece of writing as the student's original work, his/her study will be terminated.

In accordance with the regulation of Student's Handbook, Part VII, Article III, Reward and Punishment Regulations, work which is not undertaken under formal examination conditions and which counts towards subject results, must be the Student's own work and must not contain plagiarised material (Kiang Wu Nursing College of Macau, 2022c). The standard cover sheet which must be submitted with all assignments requires the student to confirm by signing it that such coursework is entirely their own work and contains no plagiarised material.

Academic papers will not be accepted unless they are attached with a completed "Declaration of Own Work". If examiner suspect that plagiarism has occurred, he/she has a duty to report their suspicions to the respective Programme Leader and prompt action is then taken to enable handling procedures are adopted timely.

8.1.1 Procedures for handling suspected plagiarism

Students may also commit a disciplinary offence by submitting coursework which has been written by someone else. When internal examiners agree that there are grounds for suspicion, then, upon approval of the Programme Leader, the student may be called in for investigation on the coursework. If the examiner's suspicions are confirmed during the investigation, the student would receive zero marks for that entire subject. If in doubt regarding the investigation findings, the examiner can seek comments from the subject teacher, Programme Leader and Executive Officer of Education Department or the External Examiner. Cases of plagiarising will be reported in Examination Committee meeting.

In the first procedure, an initial meeting with the student will be undertaken by the related Programme Leader, and subject teacher/assessor. The student may be accompanied at the

interview by a friend or adviser. During the meeting the Student's work is discussed, with the aim of determining whether the allegations are valid and if so, the student will be punished. In all cases, a record is kept and reported to the Examination Committee.

Should the student refute the accusation of plagiarism at this point, the matter will be referred to the Executive Officer of Education Department. If the same student commits a second offence, the matter is dealt with by the Examination Committee.

8.1.2 Penalties for plagiarism

The Reward & Punishment Group may give zero marks and a written warning or termination of study if a student plagiarised in an examination or coursework. For details, refer to Student's Handbook, Part VII, Article III (Kiang Wu Nursing College of Macau, 2022c).

9. QUALITY ASSURANCE OF ACADEMIC RESEARCH

On behalf of the Academic Committee, the Research Management & Development Department (RMDD) is responsible for processing and approving research applications initiated by College staff (If the proposed amount of funding is over MOP 300,000, it should be submitted to the Standing Working Group of the Academic Committee for approval) and assessing the benefit of the collaborative research projects. Research conducted by College staff must be in compliance with the Code of Ethics for Scientific Research, for details, refer to Internal Regulations, Chapter 10, Article 2 (Kiang Wu Nursing College of Macau, 2022a) and Management Methods, Research Management & Development Department (Kiang Wu Nursing College of Macau, 2022b).

After RMDD had approved to initiate the research project, the research team must present the proposal at one scientific research sharing session. The research team should initiate the research as planned with the supervision and technical support of the RMDD. The Project Leader must submit a Progress Report, Summation Report and copies of all scientific research outputs on time for evaluation of the research performance. Any changes with the research plan during the process must be approved by the RMDD. If the research team disagrees with RMDD regarding the research project application, progress assessment, and output review, they can submit an application for reconsideration according to the procedures. For details, refer to Management Methods, Research Management & Development Department (Kiang Wu Nursing College of Macau, 2022b).

RMDD regularly evaluates the progress of research projects, analyses the strengths and weaknesses of the college's scientific research development, and submits an annual report to the academic committee every year to illustrate research outputs and suggestions.

If students require to conduct questionnaire surveys/researches due to learning requirements, they must apply through RMDD in advance. For the procedures, please refer to Student's Handbook, Part XVI (Kiang Wu Nursing College of Macau, 2022c).

10. COMPLAINTS AND DISCIPLINARY MANAGEMENT

10.1 Informal Complaints

The College endeavours to deal with complaints with an informal method first, until the complaint requires to be handled through formal complaint procedures. Informal mechanisms can include having discussions with department heads concerned, Programme Leaders or teachers, or using any other suitable methods to resolve the issue. Informal complaints would normally be reported to the College President.

10.2 Formal Complaints

The College has a sound, formal complaint procedure which seeks to provide a fair and direct system to enable students and staff to raise concerns and which ensures a timely and appropriate response. Students have the right to complain without worries of reprisal about the services offered by the College in general or specific service. The College will deal with complaint raised by staff in accordance with Internal Regulations. An investigation will be conducted independently, fairly and effectively. Information involved in the procedures will be kept confidential.

For details of student's complaint, refer to Part XVII of Student's Handbook (Kiang Wu Nursing College of Macau, 2022c). As for staff's complaint, refer to Internal Regulations, Chapter 10, Article 3 (Kiang Wu Nursing College of Macau, 2022a).

10.3 Handling Complaints Procedures

Stage 1: Initiation of Complaint

Official complaint is initiated if mediation between parties fails to solve the incidence. Complainant formally files written complaint to relevant department with reasons of complaint. If the department involved agreed to initiate the first stage of complaint, the case is officially accepted and initiated. Cases such as theft, vandalism and environmental issues can be raised to Campus Management & Development Department, whereas cases involve teachers or teaching can be raised to related Programme Leader; issues of discrimination, bullying and conflict among students can be raised to Benevolence Education Centre (BE-Centre) Student Affairs Officer. Upon receiving a formal complaint, stage 1 of the complaint procedure will be initiated immediately.

Stage 2: Formal Procedure

Head of department/Centre involved in the complaint or a designated person will be appointed by the President to form an Investigation Group within 10 working days of the complaint being received. The group is comprised of the head of department/Centre involved or an appointed person and three other members (two members in the related department and one secretary). Depending on the nature of complaint, the Investigation Group members could be College staff and/or students. If the complainant is not College

staff or student, the President will determine the composition of the Investigation Group.

When the Investigation Group is handling the case, the complainant and the complainee should be met separately. Where appropriate, the complainant or complainee can be accompanied by another person for the meeting, however, the person cannot be a legal professional. In case any party involved is absent from the meeting, the Investigation Group can make decision without his/her presence. A record would be made in the meetings and it is signed by all attendants. Records of the meetings are kept confidential and submitted to the Head of the Ethics Group. The Head of Department involved in the complaint will be informed of the Investigation Group's decision. In a case that is considered exceptionally serious, the Chair of the Investigation Group can suggest to Chair of Ethics Committee to set up another committee to replace the Investigation Group and continue the investigation.

The Investigation Group decides based on evidence and makes judgments. If the complaint case is valid, punishment will be suggested and reported to the Ethics Group. Upon approval of the President, relevant department head, the complainant and complainee will be notified. If the Investigation Group confirms that the complaint case is invalid, the case will be closed and filed. If the case involves criminal offence, the Head of Ethics Group and the President should be immediately informed for further actions. Possible action might include advising the complainant to inform the Police. The Investigation Group will complete the investigation process and respond in writing within 30 working days. All handling of complaints that involves students will be processed according to the Student's Handbook, Student Discipline and Regulations of Reward and Punishment.

Stage 3: Appeal

When the complainant or complainee disagrees with the decision of the Investigation Group, he/she can file appeal within 5 working days upon notification of investigation results. In case the complainant and complainee are both students, the appeal will be handled by the Student Affair Officer of BE-Centre. If the complainee involves staff member, Appeal Committee will be responsible for the appeal. Appeal procedures must be completed within 30 working days. In the appeal process, the Investigation Group, Investigation Committee or Appeal Committee reserve the right to make final judgement and parties involved in the appeal procedures have the rights to review all investigation records.

Stage 4: Filing of report

All investigation records shall be submitted to Ethics Group for filing and be kept confidential. Conclusion of investigation shall be kept confidentially in complainee's personal file. If a complaint is proven to be invalid, a record will be kept in the complainant's file. Relevant department shall keep file of the incident as internal record.

College is dedicated to provide a friendly and communicative working environment. Any complaint is dealt with promptly and effectively. However, the following complaints will

not be processed:

1. Oral complaint
2. Anonymous complaint
3. Complaint without specific reason(s)

College generally does not handle with anonymous complaints unless clear reasons are noted in the case. This complaint, though anonymous, will be submitted to Ethics Group to initiate the first stage of complaint procedure.

10.4 Disciplinary Actions

The College is committed to maintain the highest standards in the institute. In most instances, misconduct can be dealt with to satisfy all parties via internal means, such as through short discussions or telephone calls. For minor offences or first offences of a less serious nature, the College may rely on the internal methods of action such as face-to-face meetings or discussions with the Executive Officer of Education Department, Programme Leader and/or Student Affairs Officer of the BE-Centre. Formal disciplinary actions will be taken where serious offences occur or where offences are repeated, and that informal interventions did not achieve desirable results.

Any student who is the subject of a disciplinary action has the rights to appeal and the College should listen to the person who appeals, fully consider the appeal and handle it timely. Reasons for taking formal disciplinary actions include but not limited to the list of examples of minor and major offences in Student's Handbook, Part VII (Kiang Wu Nursing College of Macau, 2022c).

10.4.1 The Punishment System

The forms of punishments are applied according to the severity of incident involved or action committed by student. The college may use the following forms of punishment: Verbal warning, written warning, student under observation, termination of study and expulsion.

The first three forms of punishments can be decided by Reward & Punishment Group. Termination of study or expulsion can only be decided by the Examination Committee (if related to assessment) or College Administrative Committee.

Where a matter is considered serious, the Reward & Punishment Group does not require to administer initial forms of punishments, the Group can directly decide to put the student under observation. The college has established requirements to report the incident to the relevant department as soon as possible within a reasonable time.

All disciplinary procedures must be documented in writing (including verbal warnings). All warnings must be signed and dated and filed appropriately. A student must be given a

copy of the warning in person or by registered post and a copy of letter added to the student's file. The student must also be informed regarding the rights to appeal. Any form of punishment administered on a student will be kept in his/her personal file throughout his/her course of study in the College. Should a student be expelled from the College then any future admission to the College will require the permission of the President. Once a formal warning has been issued, the student has 5 working days to appeal. All appeals must be in writing.

If a student received a verbal or written warning and wishes to appeal, the appeal procedure would proceed in accordance with the aforementioned appeal procedure.

10.4.2 Appeal procedures for disciplinary actions

The appeal procedures for disciplinary action are similar to appeals for complaints. For details, refer to the Student's Handbook.

11. STUDENT SUPPORT AND LEARNING RESOURCES

11.1 Teachers

Teachers mainly provide academic guidance and advice to students. Small class teaching in the College allows teachers and students to interact directly and effectively.

11.2 The Benevolence Education Centre

The Benevolence Education Centre (BE-Centre) is the unit responsible for the holistic development of students. BE-Centre provides support and advices to students. While students will contact teachers directly relating to subject-specific academic queries, all other queries are dealt with by the Centre. The team in the Centre deals with all student support areas, including Fresher's Orientation Programme, Student Support System, student counselling and career advice (http://www2.kwnc.edu.mo/center/?page_id=520&lang=en).

11.3 The Learning Environment and Support: Classrooms

For all classroom environments, the following set of quality guidelines must be adheres to:

1. The size of all classrooms must satisfy the requirement of the number of users;
2. All classrooms must be well ventilated;
3. All classrooms offer Wi-Fi;
4. There must be toilet facilities. Including toilet facilities for those with disabilities;
5. The facilities must have required number of electrical sockets for necessary electronic equipment for the programme;

6. There should be consistency in regard to the classrooms setting for the duration of the programme;
7. There must be a projector, other IT equipment, flip charts and whiteboard;
8. Chairs must be of a suitable standard and to satisfy certain requirements, the College must order specially made chairs;
9. Drinking water supply facilities must be available in the teaching environment;
10. All noise and interruptions should be minimized.

Quality of the facilities and classroom environment are monitored and regularly maintained by the Campus Management & Development Department.

11.4 The Learning Environment and Supports: Clinical Study Placement

Clinical study is a vital component for nursing programmes with clinical components. The College is responsible for arranging clinical study placement for students in these programmes. Students in these programmes follow a clinical study plan schedule during their study.

The College's Clinical Coordinator is responsible to ensure the suitability of a particular placement in light of the learning outcomes for the practice placement module and that students are sufficiently supervised/mentored. Briefing sessions are arranged for College clinical teacher, nursing preceptors and for students two weeks prior to the clinical placements.

To ensure effective communication, a range of supporting documentation is provided to students on the TronClass at the commencement of each academic year and/or upon placement commencement. The Student Clinical Placement Information includes:

1. Clinical study schedule
2. Clinical study objectives
3. Content & assessment methods
4. Clinical Study Handbook/Clinical Study record

In addition to providing clinical study materials at the briefing before the placement, the College will also provide clinical teachers and nursing preceptors of the College with a "Clinical Teaching Handbook" for reference.

11.5 The Learning Environment and Supports: Library

The functions of the library are to support students with their studies and assist staff with their teaching and research activities.

The College's library has reading areas and discussion rooms. The library contains

collections of books across various disciplines including medicine, nursing, education, humanities and social sciences etc. Staff and students have access to multimedia equipment in areas such as medicine, nursing, English and management etc. The library has subscribed electronic databases and journals. As the library is a member of the Macau Academic Library Alliance (MALA), students and staff have access to its electronic databases. Inter-library loan services can be used if necessary.

All College students are provided access to the various databases to support their learning, assessments and research. And they can use the library facilities including online facilities, self-study areas and discussion rooms during the opening hours. To facilitate staff and students to use the library facilities, a book drop cabinet is available in the main campus.

Information of library login access is provided to new students at the Fresher's Orientation Programme. Library staff would also assist students in using the library facilities.

11.6 The learning environment and support: Laboratories

Learning clinical skills is a key component of nursing programme. The Professional Competence Development Centre of the Education Department manages various laboratories in the College and to provide a near real learning environment with facilities, models and simulators. The college will provide students with information on using the laboratory's online booking system.

12. QUALITY ASSURANCE OF STAFF

12.1 Recruitment and Selection

College staff are classified into Management staff, teaching staff, research staff, technical staff, clerical staff and office assistants based on their occupational domain. And they may be employed under non-term or term contract agreement.

The College follows recruitment and selection procedures to select and recruit staff who have the necessary level of competence, to participate or support the teaching team in the delivery of programmes offered by the College.

During the selection process, an interview panel will be formed to assess the knowledge and/skill required for the position. Based on applicants' performance and the verifications of documents, the panel selects the most appropriate candidate for the position. The selected candidate has to undertake a body check to ascertain that he/she is physically and mentally suitable for the related position.

Usually, a newly employed staff shall undergo a six-month probationary period and exceptions will be given to specially-appointed staff. During the probation period, the staff will be appraised to ensure his/her performance meets the expectations. After

probation and confirmation of the employment, the professional title will be confirmed by the Ranking/Credentials Evaluation Group.

12.2 Staff Training and Development

The College ensures that staff are given opportunities to develop and extend the skills and provide those with less than satisfactory performance an opportunity to improve.

All new staff attend orientation delivered by his/her head of department, and representative of Human Resource Division. Purpose of the orientation programme is to orientate and support the new staff working in a new environment. The Codes of Ethics and College's education philosophy are introduced. At this point, staff are introduced to the New Staff Orientation Handbook, Internal Regulations, Management Methods, the College Intranet and Quality Assurance Procedures. At the same time, the College provides Academic Staff with Teacher's Handbook, for teachers with clinical teaching responsibility, they are also provided with a Clinical Teaching Handbook and a mentor is assigned to provide assistance to them.

At the commencement and completion of each academic year, a staff meeting takes place, and all staff members are required to attend. The meeting focuses on providing new and current staff with information related to the College and programme development, and quality teaching management.

To enhance the quality of teaching and encourage staff to pursue continuing development, grants are available for College staff to undertake Qualification Study and/or Non-qualification Study. In-service trainings are also arranged for them. In response to the College's development and curriculum development needs, the College will arrange specific training. All academic staff are supported by the Executive Officer of Education Department and relevant Programme Leader to develop teaching and assessment skills. For details on support for staff's continuous learning, refer to Management Methods, human resources division, Regulations on Subsidy and Leave for Doctoral and Master's Studies of Staff and Regulations on Subsidy and Leave for Qualification Study and/or Non-qualification Study (Kiang Wu Nursing College of Macau, 2022b).

12.3 Staff Performance Review

The formal staff appraisal process reviews the performance of roles, task completion rate and the staff's development plans. It also reviews future goals, objectives and development plans in the context of evolving operational responsibilities and career development. The purpose of performance review is to ensure that academic staff receive constructive feedback on teaching and research performances, therefore they can continue to improve and take practical actions.

According to the development plan of the College, the President and Management Staff set goals for management within the College at least once a year, including:

- Individual goals set for each employee;
- In order to achieve abovementioned goals, staff individual development plans are formulated, improved, approved and implemented;
- Semi-formal reviews, carried out to review progress and updated based on College development plan and objectives;
- Formal annual appraisal.

For procedures of performance appraisal, refer to Internal Regulations, Chapter 9, Section 2, Article 3 (Kiang Wu Nursing College of Macau, 2022a).

12.4 Promotion

The College had formulated guidelines and procedures for promotion. And the criteria for promotion vary with staff's rank and position. For details regarding promotion, refer to Internal Regulations, Chapter 9, Section 2, Article 5 (Kiang Wu Nursing College of Macau, 2022a).

12.5 Renewal and Termination of Employment Contract

The College has established policies on criteria and procedures in renewing and terminating of employment relation with staff. For details of renewal of employment contract, refer to Management Methods, Human Resources Division, Procedures for Employment, Contract Renewal, Contract Termination (before expiration), Resignation and Re-employment of Retired Staff (Kiang Wu Nursing College of Macau, 2022b). For details of termination of employment relation, refer to Internal Regulations, Chapter 9, Section 1, Article 14 &15 (Kiang Wu Nursing College of Macau, 2022a).

12.6 College Staff Regulations

All College staff are required to be aware of and read regulations and expectations regarding teaching, research and participating in external activities. Such regulations and possible penalty for violation are detailed in Internal Regulations, Chapter 10 (Kiang Wu Nursing College of Macau, 2022a).

References

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