HIGHER EDUCATION AUTHORITY

Audit of Conventional and Dual Colleges

JUNE 2020

1.0: PARTICULARS OF THE INSTITUTION

Full Name of Institution	
Postal Address	
Physical Address	
District	
Province	
Telephone No	
Mobile Number	
E-mail Address	

2.0: EVALUATION OF CORE REQUIREMENTS

CR1: Vision, Mission and Strategy									
Scope: The higher education institution has a published vision and mission that reflect its academic commitments and the needs of society; and strategic objectives that are consistent with its vision and mission.									
Quality Standard	**Performance Indicator**	**Means of Verification**	**Findings**	**Score**					
				0	1	2	3	4	5
The institution has a stated vision and mission that is supported by specific and clearly defined goals and objectives	a) Vision and Mission statements which have been formally adopted by the board b) A Mission Statement which reflects the character of the Institution	• Vision and Mission Statements • Institutional Handbook/ brochures							
The institution has a Strategy that is supported by clearly defined short, medium, and long-term objectives which are consistent with its vision and mission	There must be: A Strategic Plan/ Operational Plan which indicates short, medium, and long-term objectives	• Strategic/Operational Plan (s)							

| The institution has stated core values and mechanisms to ensure adherence to them by staff and students | a) Statements on core values
b) Defined codes of conduct/rules and regulations | • Institutional documents (e.g. staff & student handbook; code of conduct; prospectus) | | | | | | | |

Maximum Score   =   15

Weighting Factor   **=   5%**

Weighted Maximum Score   =   Maximum Score × Weighting Factor = 15× 5% = 0.75

Weighted Actual Score (S1)   =   Actual Score × Weighting Factor

CR2: Governance and Management									
Scope: The Higher Education Institution has Governance and Management Structures that ensure sound and ethical governance and management of the institution.									
Quality Standard	**Performance Indicator**	**Means of Verification**	**Findings**	**Score**					
				0	**1**	**2**	**3**	**4**	**5**
A clearly stated and structured governance system that supports its vision and mission	There must be: a) Existence of a management board or council b) Existence of board/council committees c) Well defined roles of different committees of the board/council	• Terms of reference or operational manuals for the board/council and its committees • List of names and qualifications of board/council							

	d) Operational policies and procedures of the board e) Has qualified and experienced board/council members	members and its committees • Minutes /Reports of Board/Council and Committee Meetings								
A Board of Studies defined with roles and responsibilities.	Manuals/ policies must be available showing: a) Existence of the Academic Board Studies b) Committees of the Academic Board of Studies c) Roles of the Academic Board of Studies d) Academic Board of studies business procedures	• Terms of reference of the Academic Board of Studies and committees • Names and qualifications of Members of the Academic Board of Studies • Names of different committees of the Academic Board of Studies with named members • Minutes and Reports of the Board of studies Meetings								

A clearly defined management structure.	a) Well defined Institutional management structure b) Roles of management members	• Institutional Organogram • Management committees • Minutes of Management committee Meetings • Management Committees' reports • Management reports to the Council/Board								
A clear organisation of Departments	Clear illustration of: a) Departmentalisation b) Staffing in each department shown	• Departmental Organogram • Departmental reports								
A management staffed by qualified administrators who have appropriate qualifications and experience for their positions.	Management staff with Appropriate qualifications must be in place: a. A Principal with a Bachelor's Degree and 10 years work experience /or b. A Vice Principal / Deputy Training Manager with Bachelor's Degree and 5 years work experience c. Registrar/Human Resources Manager with a Bachelor's Degree and 5 years work	• Curriculum Vitae of key Management Staff • Copies of Job Descriptions for key management staff • Appointment Letters or Contracts for key management staff								

Quality Standard	Performance Indicator	Means of verification	Findings	Score					
				0	1	2	3	4	5
	d. Librarian with a Bachelor's Degree and 5 years work experience e. Finance Manager with Bachelor of Accountancy Degree or ACCA, CIMA or CA Zambia or equivalent and 5 years work experience f. Student Affairs Officer with a Bachelor's Degree and 5 years work experience g. Head of Department with Bachelor's Degree and 5 years work experience								

Maximum Score = 25

Weighting Factor = 25%

Weighted Maximum Score = Maximum Score × Weighting Factor =30× 25% = 6.25

Weighted Actual Score (S2) = Actual Score × Weighting Factor

CR3: **Academic Programmes**									
Scope: The Higher Education Institution has clear definition of Academic Programmes/Courses.									
Quality Standard	**Performance Indicator**	**Means of verification**	**Findings**	**Score**					
				0	1	2	3	4	5
Learning programmes/	Documents showing: a) Policy on curriculum	• Programme/Course Curricula Handbook							

Courses are clearly defined and documented	development, evaluation and review b) Entry Qualifications clearly defined c) Duration of the programme/course clearly defined d) Learning programmes/courses to be offered e) Documented course credit system	• Curriculum development policy document • Award Manuals/ policy documents • Academic regulation							
A clear definition of all modes of study	Policy documents on modes of study showing: a) Clearly defined modes of study (e.g. full-time, Part-Time, Distance Learning) b) Clear definition of academic qualifications under each mode of study c) Clear assessment methods under each mode of study	• institutional policy documents/manuals • ODL/ODeL Policy document							
A clear definition of Programmes under Open and Distance Learning (ODL) or Open, Distance and electronic Learning (ODeL). **(Applicable to Dual Colleges)**	Policy documents on ODL or ODeL mode showing: a) Levels of study and academic qualifications under ODL/ODeL, teaching, learning and monitoring b) Modules for ODL/ODel Programmes	• ODL/ODeL Policy documents • ODL/ODeL Modules							

| | c) ODL learner support and learner assessment methods | | | | | | | | |

Maximum Score **(Conventional College)** = 10
Weighting Factor **= 5%**
Weighted Maximum Score = Maximum Score × Weighting Factor = 10 × 5% = 0.5
Weighted Actual Score (S3) = Actual Score × Weighting Factor

Maximum Score **(Dual Colleges)** = 15
Weighting Factor **= 5%**
Weighted Maximum Score = Maximum Score × Weighting Factor = 15 × 5% = 0.75
Weighted Actual Score (S3) = Actual Score × Weighting Factor

CR4: Teaching and Learning support systems									
Scope: The Higher Education Institution has policies and structures for student admissions and learner support.									
Quality Standard	**Performance Indicator**	**Means of verification**	**Findings**	**Score**					
				0	1	2	3	4	5
Admission procedures are clear, accurate and provide helpful information to prospective learners.	a) Admission Policies and guidelines must be available b) Admission criteria for each programme at every level must be documented c) Information on courses and course entry requirements available	• Admission Guidelines documents • Student registration guidelines • Prospectus/ Brochures							

Academic calendar clearly structured and documented	a) Academic calendar development policy available	• academic calendar development policy • Actual academic calendar						
Student affairs support system	Availability of: a) Student affairs unit b) Student counselling Unit c) Student information dissemination services	• Actual Students Affairs Unit • Actual Student Counselling unit • Actual Academic unit						
A learner records management system which capacity is commensurate to the number of students	Defined student information management system that has and shows: A database of student profiles; displaying information such as student financial record, results etc.	• Management Information System (MIS) • Learner profiles portal • Policy on Students' records management • Academic records management guidelines • Guidelines for retrieval of archived students' records • A demonstration of the learner records management system						

Maximum Score   =   20

Weighting Factor   =   10%

Weighted Maximum Score   =   Maximum Score × Weighting Factor = 20 × 10% = 2

Weighted Actual Score (S4)   =   Actual Score × Weighting

CR5:   Staffing and Training

Scope: The Higher Education Institution has sufficient qualified and skilled academic and administrative staff.									
Quality Standard	**Performance Indicator**	**Means of verification**	**Findings**	**Score**					
				0	**1**	**2**	**3**	**4**	**5**
A policy on staff recruitment, promotion and staff development.	Policy guidelines and procedures relating to staff recruitment, promotion and development available	• Staff recruitment and promotion policy • Staff development and training policy							
Proven sufficient numbers of qualified full-time teaching staff.	a) Teaching staff establishment b) Clearly defined roles and responsibilities of academic staff c) Clearly defined academic ranks	• Teaching staff establishment register • CVs of teaching staff with certified certificates • Job descriptions for academic staff • Contracts/proof of employment for academic staff • Academic staff Register							
Sufficient number of administrative and support staff	a) Administrative and support staff establishment register showing categorisation and ranks available b) Roles and responsibilities defined for all administrative staff	• Staff Register for administrative and support staff • CVs of employed administrative staff with certified certificates • Document outlining roles and responsibilities for all administrative staff • Contracts/proof of							

		• employment for administrative staff • Administrative and support Staff Register							
Conditions of service for all staff.	a) Terms and Conditions of Service established and disseminated. b) Payroll showing all filled positions	• Conditions of Service document • Human Resource Management Policy Documents • Payroll for all staff							
Training of staff involved in ODeL **(Applicable to Dual Colleges)**	a) Training programmes in ODeL available	• Staff development/ training policy in ODeL • Staff development/ training reports • Staff certificates of training in ODeL • Register of staff undergone ODeL training							
Staff trained in pedagogy/teaching methodology	a) Training programmes in pedagogy b) Evidence of staff training in pedagogy/teaching methodology	• Staff training policy in Pedagogy/teaching methodology • Certified corticates of staff training in pedagogy/teaching methodology • Staff training and development reports							

Maximum Score **(Conventional College)**	=	25
Weighting Factor	**=**	**15%**
Weighted Maximum Score	=	Maximum Score × Weighting Factor = 30 ×15% = 3.75
Weighted Actual Score (S5)	=	Actual Score × Weighting Factor
Maximum Score **(Dual College)**	=	30
Weighting Factor	**=**	**15%**
Weighted Maximum Score	=	Maximum Score × Weighting Factor = 35 ×15% = 4.5
Weighted Actual Score (S5)	=	Actual Score × Weighting Factor

CR6: Physical Infrastructure										
Scope: The Higher Education Institution has adequate and appropriate infrastructure, facilities and resources to support teaching, learning and research.										
Quality Standard	**Performance Indicator**	**Means of Verification**	**Findings**	**Score**						
				0	1	2	3	4	5	
Physical facilities in sufficient quantity and quality to support teaching and learning.	There must be: a) Adequate lecture rooms to support contact sessions b) Science laboratories, where applicable c) Skills laboratory, where applicable d) Examination halls e) Demonstration sites, where applicable	• Visit to physical facilities • Interaction with students								

Sufficient office space for teaching and administrative staff with access to technology to support teaching, learning and administrative functions	Availability of: a) Office space with necessary technological infrastructure for teaching staff b) Office space with necessary technological infrastructure for administrative staff	• Visit to physical facilities • Interaction with staff							
Physical facilities to support learners	Availability of: a) Adequate accommodation facilities, where applicable b) Cafeteria on site or nearby c) Bookshops on site or nearby d) Sickbay/Clinic e) Recreational facilities	• Visit to physical facilities							
A Library with Sufficient resources to enable students to acquire information.	Availability of a library which is: a) Up-to-date and easily accessible to learners b) Computerised with sufficient physical or electronic (e-books, e-journals) materials c) Sufficiently staffed with qualified personnel	• Visit to the library • Demonstration of online library, if any • Interaction with students							

Maximum Score	=	20
Weighting Factor	**=**	**20%**
Weighted Maximum Score	=	Maximum Score × Weighting Factor = 20 × 20% = 4
Weighted Actual Score (S6)	=	Actual Score × Weighting Factor

CR7: Financial Resources

Scope: The Higher Education Institution has adequate financial resources to support operations.

Quality Standard	Performance Indicator	Means of Verification	Findings	Score					
				0	1	2	3	4	5
Financial resources to support operations.	a) Availability of finances b) Percentage of Funds allocated to teaching and learning defined	• Bank Statements for the institution (last three months) • Institutional Annual Budget							
Accounting systems are in line with accepted standards.	There must be: a) A financial management unit b) Financial management systems and procedures implemented c) Financial regulations implemented	• A Financial accounting system (e.g. Pastel) • Payroll system • Audit guidelines/Policy • Sufficiently qualified finance staff							
A policy on student fees refunds.	Availability of a policy on student fees refunds on grounds of: a) Withdrawal from school, suspension and expulsion b) Late registration charges	• Tuition Fee Refund Policy							

Maximum Score	=	15
Weighting Factor	**=**	**5%**
Weighted Maximum Score	=	Maximum Score × Weighting Factor = 20 × 5% = 0.75
Weighted Actual Score (S7)	=	Actual Score × Weighting Factor

CR8: Health and Safety										
Scope: The Higher Education Institution has facilities to assure health and safety for learners and staff.										
Quality Standard	**Performance Indicator**	**Means of verification**	**Findings**	**Score**						
				0	1	2	3	4	5	
Compliance with the prescribed minimum requirements of health and safety and conformity to the building regulations under the relevant written law.	a) Health clearance obtained b) Safety Facilities cleared c) Occupancy authority obtained d) Fire safety system available e) Fire assembly points designated	Availability of: • Health clearance certificate • Occupancy certificate • Fire extinguishers • Fire assembly signs/point								
Provision for the safety and security of students and staff.	Availability of: a) security warning posters and signs b) Safety warning posters and signs c) Campus security d) First Aid services	• Security warning posts • Safety warning signs • Security personnel for facilities and parking area • First Aid kits								
Water and Sanitation.	Availability of: a) Clean running water	• Waste management contract/collection								

				Score					
b) Sanitation facilities c) Safe sewer system d) Waste management system e) Adequate ablution facilities	procedure • Waste bins • Waterborne toilets and bathroom sinks • Clean running water • Sewer system, septic tanks								

Maximum Score   =   15

Weighting Factor   **=   10%**

Weighted Maximum Score   =   Maximum Score × Weighting Factor = 15 × 10% = 1.5

Weighted Actual Score (S8)   =   Actual Score × Weighting Factor

CR9: Technological Infrastructure									
Scope: The Higher Education Institution has adequate technological facilities for effective institutional functioning.									
Quality Standard	**Performance Indicator**	**Means of verification**	**Findings**	**Score**					
				0	1	2	3	4	5
Adoption of eLearning.	Availability of: a) eLearning platforms b) Usage of eLearning platforms for teaching and learning	• E-learning platforms (e.g. Moodle, Astria, Blackboard) • E-learning policy document • E-learning subscription records							

Information and communication technologies for teaching and learning	Availability of: a) ICT Infrastructure for Teaching and Learning b) internet connectivity c) ICT rooms	• e-databases subscription records • Sufficient Computers • Internet connectivity • ICT/Computer Rooms • Printers/Photocopiers							

Maximum Score   = 10
Weighting Factor   = 5%
Weighted Maximum Score   =   Maximum Score × Weighting Factor = 10× 5% = 0.5
Weighted Actual Score (S10)   =   Actual Score × Weighting Factor

3.0   EVALUATION OF SCORES

WEIGHTED SCORES

Quality Attribute	Weighted Maximum Score (Conventional HEI)	Weighted Maximum Score (Dual HEI)	Weighted Actual Score
Vision, Mission and Strategy	0.75	0.75	S1
Governance and Management	6.25	6.25	S2

Academic Programmes	0.5	0.75	S3
Teaching and Learning	2	2	S4
Staffing and training	3.75	4.5	S5
Physical Infrastructure	4	4	S6
Financial Resources	0.75	0.75	S7
Health and safety	1.5	1.5	S8
Technology Infrastructure	0.5	0.5	S9
Weighted Scores	**20**	**21**	**∑ (S1...S9)**
	100%	**100%**	**%**

3.1 Evaluation Process and Decision Criteria

Aggregate Score	Decision
65% and above	Pass
Below 65%	Fail

3.2 Summary of Assessments on The Quality of Criteria

Criterion Requirements	Assessment Outcome	
	Pass	**Fail**
Vision, Mission and Strategy		
Governance and Management		
Academic Programmes		

Student Admission and Learner Support		
Staff		
Physical Infrastructure		
Financial Resources		
Health and Safety		
Technology Infrastructure		

Note:

Pass (= Criteria are sufficiently met)

Fail (= Criteria are insufficiently met. Serious deficiencies exist in many cases)