HIGHER EDUCATION AUTHORITY

Registration of Conventional and Dual Higher Education Institutions

Write the name of the Institution Below

APRIL 2020

1.0 Introduction

The Higher Education Authority will conduct a desk review of the submitted documents at the stage of application for registration. Upon a satisfactory desk review process, a site visit will be conducted in accordance with the Higher Education Act No. 4 of 2013.

2.0 Findings

The findings column shall be used to state the observations on which the scoring shall be based. Below are the score sheets for conventional or face to face higher education institutions. Tick in the appropriate column for each quality standard from a range of 0-5 where is 0 is the lowest and 5 is the highest. Note that Core Requirements are abbreviated as CR.

CR1: Vision, Mission and Strategy										
Scope: The higher education institution has 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 b) A Mission Statement which reflects the character of the Institution c) The vision and mission are made known to all stakeholders	a) Vision and Mission Statements b) 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	a) Strategic Plan b) Operational Plan								

	a) Statements on core values b) Core values are strictly adhered to by all students and staff c) Violations of core values viewed seriously by the institution and action initiated	a) Core Values b) Defined codes of conduct/rules and regulations							
The institution has stated core values and mechanisms to ensure adherence to them by staff and students									

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 governing system conforming to statutory requirements and institutional statutes	There must be: a) Existence of the Council b) Existence of Council committees with named members c) Well defined roles of different committees of the Council d) Qualifications of Council	a) Terms of reference or operational manuals for the Council and Committees b) Names and qualifications of Council members c) Names of different committees of the							

	members e) Names of Proprietors or Shareholders f) Operational policies of the council	Council with named members d) Names of Proprietors or Shareholders							
A Senate defined with roles and responsibilities.	Manuals/ policies must be available showing: a) Existence of Senate b) Existence of Senate Committees c) Well defined roles of Senate Committees	a) Terms of reference of senate and committees b) Names and qualifications of Senators c) Names of different committees of senate with named members d) Board of studies e) Board of examiners							
A clearly defined management structure.	a) Well defined Institutional management structure b) Roles of management members	a) Institutional Organogram b) Management committees							
A clear organisation of Faculties and/or Directorates.	Clear illustration of: a) well-defined faculty structure b) Departmentalisation c) Staffing in each department / unit shown	a) Faculty organogram							

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. VC with PhD and 10 years work experience b. DVC with PhD and 5 years work experience or Master's Degree and 10 years work experience Dean of school with Master's Degree and 5 years work experience c. Registrar with Master's Degree and 5 years work experience d. Librarian with Master's Degree and 5 years work experience e. Bursar with ACCA or CIMA or equivalent and 5 years work experience f. Director or Dean of student services with Bachelor's Degree and 5 years work experience	a) Curriculum Vitae of key Management Staff b) Copies of Job Descriptions for key manage staff								

Maximum Score   =   30

Weighting Factor   **=   15%**

Weighted Maximum Score   =   Maximum Score × Weighting Factor =30× 15% = 4.5

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

CR3:	Academic Programmes									
Scope: The Higher Education Institution has clear definition of Academic Programmes.										
Quality Standard	Performance Indicator	Means of verification	Findings	Score						
				0	1	2	3	4	5	
Academic Policies and Regulations are clearly documented	Documents showing: a) Policy on curriculum development, evaluation and review b) Documented course credit system c) Documented awards systems including honorary awards	a) Curriculum development policy available b) Award Manuals/ policy documents c) Academic regulations								
A clear definition of Open and Distance Learning (ODL) or Open, Distance and electronic Learning (ODeL) programmes: Undergraduate, Post Graduate and Research.	Policy documents on ODL or ODeL mode showing: a) levels of study and academic qualifications under ODL/ODeL, teaching, learning and monitoring b) ODL learner support and learner assessment methods	a) ODL/ODeL Policy document								

Maximum Score **(Conventional HEIs)** = 5

Weighting Factor = **5%**

Weighted Maximum Score = Maximum Score × Weighting Factor = 5 × 5% = 0.25

Weighted Actual Score (S3) = Actual Score × Weighting Factor

Maximum Score **(Dual HEIs)**	=	10
Weighting Factor	**=**	**5%**
Weighted Maximum Score	=	Maximum Score × Weighting Factor = 10 × 5% = 0.5
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 documented c) Information on courses and course entry requirements available d) Information on registration procedures available	a) Admission Guidelines documents b) Student registration guidelines							
Academic calendar clearly structured and documented	a) Academic calendar development policy available	a) academic calendar development policy							

Learner support systems.	Availability of: a) Student affairs unit b) Student counselling Unit c) Student information dissemination services d) Other range of student support activities	a) Students Affairs Unit b) Student Counselling unit c) Academic Office d) Sickbay/Clinic								
Teaching and learning systems	a) Development of Course materials and dissemination to students b) Quality of course materials c) Course materials storage d) Course materials distribution system defined e) defined teaching and learning methods	a) Policy and Guidelines on the development of course materials b) Availability of printing facilities at the institution c) Modules in print and/or electronic format for distance and eLearning d) Availability of storage facilities for course materials and ODL modules e) Availability of strong room for storage of exam materials f) Defined system for distribution of course materials to students g) Prescribed course readings (print or electronic)								

Learner assessment systems.	Learner assessment procedures manuals showing: a) how assignments are given and marked b) how tests are set, administered and marked c) how continuous assessments, examinations and grades are compiled d) how examinations are moderated and invigilated e) how external examinations are conducted	a) Learner assessment Manual b) Internal and external examination moderation procedures manual c) Invigilation procedures manuals								
An up-to-date learner records management system	Defined student information management system that has and shows: a) A comprehensive database of learner profiles b) Learner status (student financial record, student results etc.) c) Archived information d) Security procedures in place to ensure that only authorised personnel have access to students' personal data.	a) Management Information System (MIS) b) Learner profiles portal c) Policy on Students' records management d) Academic records management guidelines e) Guidelines for retrieval of archived records f) MIS authorisation and security guidelines g) A demonstration of the learner records management system								

Maximum Score	=	30
Weighting Factor	**=**	**5%**
Weighted Maximum Score	=	Maximum Score × Weighting Factor = 30 × 5% = 1.5
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	a) Staff recruitment and promotion policy b) Staff development and training policy							
Proven sufficient numbers of qualified full-time academic staff.	a) Staff establishment with clearly defined academic ranks/categorisation b) Roles and responsibilities of academic staff defined	a) Academic staff establishment register b) CVs of employed academic staff with cleared certificates by ZAQA c) Job descriptions for academic staff d) Contract/proof of employment for academic staff							
Supply of administrative staff, support staff and assistants for carrying	a) Staff establishment register showing categorisation and ranks available b) Roles and responsibilities	a) Staff Register for administrative and support staff b) CVs of employed							

out academic programmes	defined for all administrative staff	administrative staff with cleared certificates by ZAQA c) Job descriptions for administrative staff d) Contracts/proof of employment for administrative staff							
Training of staff involved in ODeL	Training programmes in ODeL available	Staff development/ training policy in ODeL							
Staff training in pedagogy/teaching methodology	a) Training programmes in pedagogy	a) Staff training policy in Pedagogy/teaching methodology							
Conditions of service for all staff.	a) Terms and Conditions of Service established and disseminated. b) Payroll showing all filled positions	a) Conditions of Service document b) Human Resource Management Policy Documents c) Payroll for all staff							
The institution has a stated policy with regard to quality assurance and monitoring in all aspects of its operation	There must be: a) A quality Assurance framework to ensure the quality of academic and administrative activities b) Internal quality assurance processes for both administrative and academic activities	a) Quality Assurance Policy b) Internal quality assurance procedures manual							

Maximum Score **(Conventional HEIs)**	=	30
Weighting Factor	**=**	**15%**
Weighted Maximum Score	=	Maximum Score × Weighting Factor = 30 ×15% = 4.5
Weighted Actual Score (S5)	=	Actual Score × Weighting Factor
Maximum Score **(Dual HEIs)**	=	35
Weighting Factor	**=**	**15%**
Weighted Maximum Score	=	Maximum Score × Weighting Factor = 35 ×15% = 5.25
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) Physical facilities to support tutorials/small group interactions c) Science laboratories, where applicable d) Skills laboratory, where applicable	a) Visit to physical facilities							

	e) Examination halls									
Sufficient office space for academic and administrative staff with access to technology to support teaching, learning and research.	Availability of: a) Office space with necessary technological infrastructure for academic staff b) Office space with necessary technological infrastructure for administrative staff	a) Visit to physical facilities b) Interaction with staff								
Physical facilities to support learners	Availability of: a) Adequate accommodation facilities b) Cafeteria on site or nearby c) Bookshops d) Sickbay/Clinic e) Recreational facilities	a) Visit to physical facilities								
A Library with technology aided learning materials 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 and electronic (e-books, e-journals) materials c) Sufficiently staffed with qualified staff trained to	a) Visit to the library b) Demonstration of online library								

				Score					
	deal with the latest electronic media								
There are plans to ensure that the growth of the infrastructure keeps pace with the academic growth of the institution.	There must be: a) A master plan reflecting the future infrastructure development b) Annual review of facilities and usage rates c) Budgetary allocation for infrastructure maintenance and development	a) Master plan on infrastructure development b) Infrastructure development committee c) Institutional Budget							

Maximum Score   =   25

Weighting Factor   **=   30%**

Weighted Maximum Score   =   Maximum Score × Weighting Factor = 25 × 30% = 7.5

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	a) Bank Statements for the institution (last six months) b) Institutional Annual Budget c) Financial statement/ balance sheet								

Accounting systems are in line with accepted accounting standards.	There must be: a) A financial management unit b) Financial management systems and procedures implemented c) Financial regulations implemented	a) A Financial accounting system (e.g. Pastel) b) Payroll system c) Audit guidelines/Policy d) Sufficiently qualified finance staff							
A risk management and external auditing system in place.	a) A risk management system b) External auditing system c) Internal auditing system	a) Risk management policy document b) Contract document with external auditors c) Disposable assets							
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 = 20

Weighting Factor = 5%

Weighted Maximum Score = Maximum Score × Weighting Factor = 20 × 5% = 1

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 conforms 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: a) Health clearance certificate b) Occupancy certificate c) Fire extinguishers d) 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	a) Security warning posts b) Safety warning signs c) Security personnel for facilities and parking area d) First Aid kits							
Water and Sanitation.	Availability of: a) Clean running water b) Sanitation facilities c) Safe sewer system d) Waste management system e) Adequate ablution	a) Waste management contract/collection procedure b) Waste bins c) Waterborne toilets and bathroom sinks d) Clean running water							

| | facilities | e) Sewer system, septic tanks | | | | | | | |

Maximum Score	= 15			
Weighting Factor	**= 5%**			
Weighted Maximum Score	= Maximum Score × Weighting Factor = 15 × 5% = 0.75			
Weighted Actual Score (S8)	= Actual Score × Weighting Factor			

CR9: Research

Scope: The Higher Education Institution has capability and capacity for research.

Quality Standard	Performance Indicator	Means of Verification	Findings	Score					
				0	1	2	3	4	5
The institution actively encourages and promotes research by staff and learners	a) Research Policy available b) Percentage of budget allocated to research	a) Research implementation plan document/Policy b) Annual institutional budget c) Research capacity building plan d) Research publication strategy							
Adequate infrastructure and facilities to support research	Facilities to support the research agenda	a) Laboratories b) Research Equipment and materials c) Library/Resource centre d) Computer laboratory e) E-resources							

| | f) Internet connectivity
g) Research depository system
h) Anti-plagiarism software | | | | | | | | | |
| Measures to ensure ethical practices in research. | a) Ethics guidelines/policy available
b) Mechanisms to ensure compliance with ethical standard available. | a) Ethics guidelines/Policy
b) Ethics committee | | | | | | | | |

Maximum Score   = 15
Weighting Factor   **= 10%**
Weighted Maximum Score = Maximum Score × Weighting Factor = 15 × 10% = 1.5
Weighted Actual Score (S9) = Actual Score × Weighting Factor

CR10: 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) Subscription to e-databases c) Usage of eLearning platforms for teaching and learning	a) E-learning platforms (e.g. Moodle, Astria, Blackboard) b) E-learning policy document c) E-learning subscription records							
Information and	Availability of:	a) Sufficient Computers							

communication technologies for teaching and learning	a) ICT Infrastructure for Teaching and Learning b) internet connectivity c) ICT rooms d) Course materials printing and distribution technologies	b) Internet connectivity c) ICT/Computer Rooms d) Printers/Photocopiers							
Technology systems to support management and operational functions.	a) Management information system available b) Human Resources Management system available c) Communication systems available	a) Management Information System (MIS) b) ICT facilities for management and staff c) Electronic Human Resource Management system d) E-communication platform for staff and students							

Maximum Score   = 15

Weighting Factor   **= 5%**

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

Weighted Actual Score (S10)   = Actual Score × Weighting Factor

4.0   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	4.5	4.5	S2
Academic Programmes	0.25	0.5	S3
Teaching and Learning	1.5	1.5	S4
Staffing and training	4.5	5.25	S5
Physical Infrastructure	7.5	7.5	S6
Financial Resources	1	1	S7
Health and safety	0.75	0.75	S8
Research	1.5	1.5	S9
Technological Infrastructure	0.75	0.75	S10
	23	**24**	**$\sum$ (S1...S9)**
	100%	**100%**	**%**

4.1   Evaluation Process and Decision Criteria

Aggregate Score	Decision
75% and above	Pass
Below 75%	Fail

4.2   Summary of Assessments on The Quality of Criteria

Criterion		Assessment Outcome	
Requirements		**Pass**	**Fail**
	Vision, Mission and Strategy		
	Governance and Management		
	Academic Programmes		
	Student Admission and Learner Support		
	Staff		
	Physical Infrastructure		
	Financial Resources		
	Health and Safety		
	Research		
	Technology Infrastructure		

Note:

Pass (= Criteria are sufficiently met)

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