

Appendix 1

HEQC Commendations

1. The HEQC commends the University of Fort Hare for the progress it has made in recovering from the crisis of the latter part of the 1990s, and for its efforts in working systematically on the various strategic and operational aspects that constituted that particular crisis.
2. The HEQC commends the University of Fort Hare for its initiatives and success in providing access to higher education for socially and economically deprived students particularly from the Amathole district.
3. The HEQC commends the University of Fort Hare for its continued participation in the Thuthuka Accounting programme and the contribution it is making to this national skills development project.
4. The HEQC commends the University of Fort Hare for the effective manner in which it makes use of its library services to promote quality in the core functions of teaching and learning, research and community service, and for benchmarking its library services appropriately.
5. The HEQC commends the University of Fort Hare for the various initiatives aimed at developing a research culture at the University, and in particular, for its investment in staff development to enable academics to acquire higher degree qualifications, which has the potential to yield significant returns for the University's research capacity and research culture in the future.

HEQC Recommendations

1. The HEQC recommends that the University of Fort Hare revisit its view of future role and strategic development of the campuses with a view to ensure that the overall quality of the educational experience offered to students and staff in the Alice campus is not compromised by plans for growth of the East London campus
2. The HEQC recommends that the University of Fort Hare give attention to the area of communication at all levels of the institution in order to galvanise staff, students and other stakeholders into action around the institution's strategic plan.
3. The HEQC recommends that the University of Fort Hare ensure that the pedagogic purpose and the curriculum design of the Grounding Programme help in improving the success rate of students and the quality of graduates produced by the University, and that the required range of resources (financial, human as well as operating systems) needed for its successful implementation be made available
4. The HEQC recommends that the University of Fort Hare develop a comprehensive human resources strategy which takes into account its equity targets as well as the urgent need to develop an appropriate succession plan for an ageing cohort of academics, particularly at both senior and middle level

5. The HEQC recommends that the University of Fort Hare explore ways to recruit and retain South African students at the postgraduate level
6. The HEQC recommends that the University of Fort Hare investigate the extent of xenophobia among and between staff and students across the institution, and, in the light of its findings put in place (i) interventions to prevent the occurrence of xenophobic activities, and (ii) mechanisms that increase tolerance and respect for persons whatever their nationality; (iii) resources the International Office in such a manner that it can provide better service to international students and play a meaningful role in helping to manage xenophobic behaviour in campus
7. The HEQC recommends that the University of Fort Hare clarify and strengthen the role of the Institutional Forum so that it functions effectively in accordance with the University of Fort Hare Statute
8. The HEQC recommends that the University of Fort Hare ensure that the relevant staff be properly trained on Integrated Tertiary System (ITS) so that the system can be used to generate management reports and other institutional data that would enhance planning and facilitate decision making at all levels
9. The HEQC recommends that the University of Fort Hare develop and implement a comprehensive academic plan taking into account the implications that this plan would have for implementation of the forthcoming teaching and learning policy
10. The HEQC recommends that the University of Fort Hare develop, finalise and consolidate the policies and procedures that affect the quality of teaching and learning at the university, and set up structured mechanisms for their implementation and monitoring
11. The HEQC recommends that the University of Fort Hare creates the appropriate mechanisms for academics to give effect to the goals of teaching and learning in the development of curriculum and in all activities pertaining to teaching and learning, as a way of improving the quality of student experience at the institution. This should include the improvement of the experiential learning component in those programmes which require such a learning component, particularly attention should be given to ensure that there is a functioning system to record, monitor and assess the content and progress of the student's learning experience in the workplace
12. The HEQC recommends that the University of Fort Hare undertake a review of its committees dealing with teaching and learning and develop an effective and efficient committee structure that avoids dual processes and overlaps and focus clearly and decidedly on the improvement of the quality of teaching and learning core function at the institution
13. The HEQC recommends that the University of Fort Hare take urgent steps to ensure a safe and secure residence environment that is supportive of a quality learning experience at its campuses.

14. The HEQC recommends that the University of Fort Hare develop an Information and Communication Technology policy that addresses the use of Information Technology facilities that includes disaster recovery, adequate internet access in the residences, effective use of the Integrated Tertiary System as a management information system, and equitable access to Information Technology facilities for all students across campuses, and ensure that such provision is systematically monitored and evaluated. This process could involve an investigation on the viability of integrating appropriate technologies into the teaching and learning strategy to improve overall quality of the support provided to students.
15. The HEQC recommends that the University of Fort Hare institute procedures at all phases of the examination, certification and related processes to minimise errors and inaccuracies in published examination results.
16. The HEQC recommends that the University of Fort Hare finalise its Guidelines and Framework for Programme Design and the accompanying Curriculum Development together with Review Policy, and to ensure that the programme development resulting from this review process is implemented consistently across the institution and that appropriate monitoring mechanisms are in place.
17. The HEQC recommends that the University of Fort Hare ensures that there is participation by external stakeholders, such as industry experts, professional bodies and academic peers from other universities in the development and review process of its programmes where appropriate.
18. The HEQC recommends that the University of Fort Hare strengthen the Human Resource function in the institution and develop and implement mechanisms to measure its effectiveness.
19. The HEQC recommends that the University of Fort Hare review its various policies and procedures for assessment to ensure that the principles of assessment are observed and that all aspects of assessment are covered. The institution would then need to put in place adequate mechanisms to ensure consistent implementation and monitoring of assessment policies and procedures.
20. The HEQC recommends that the University of Fort Hare develop an institutional strategy to embed a research culture and which includes clear criteria for the identification and development of niche areas, and that the necessary resources to support these niches are made available.
21. The HEQC recommends that the University of Fort Hare as a matter of urgency develop a comprehensive policy on research ethics in order to protect the reputation of institution in this area.
22. The HEQC recommends that the University of Fort Hare should develop a conceptual framework to guide the implementation of a vast array of community engagement activities in order to facilitate both the quality assurance of these activities and the appropriate integration of community engagement into the curriculum.