

Category One: recommendations aligned to strategic objectives

Multi-campus model

Recommendation 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

Priority and justification	Resources needed (human & financial)	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party monitor & sign off
Strategic Plan Enabler 3 Optimised multi-campus model; (SP pp 43- 46) Objectives 1 & 2)	Financial Resources	Ensure future roles and strategic developments of various campuses do not adversely affect quality on any campus	2009-2013	DVCs	Commensurability of all structures, inputs and outputs	VC Senate Council
	Human resources	Service provision by external providers of consistent quality	2009 – 2013	DVC	Consistency in quality of service provision by service providers on all campuses	VC Senate Council
	UFH staff DoHET funding	Assign funding received to strategic priorities	2011-2012	ED: SD	As per deliverables contained in Appendix 3	DVC
Optimise management of academic and support services and cross-campus relationships	Human, Financial and Structural resources required	Align and refine HR and ICT systems key to management across multiple campuses: Streamline academic support HR systems in place MIS Dashboard	2010-2012	Registrar ED: HR CIO	Management information available & utilized Performance appraisals indicate improvement 25% decrease in HR complaints 10% decrease staff turnover 10% increase staff retention	VC Council

Priority and justification	Resources needed	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party monitor & sign off
Strategic Plan Enabler 3 Optimised multi-campus model; (SP pp 43- 46)	Human resource	Review organisational structure and align with decentralised model	2010-2013	Institutional Planner VC	New organogram detailing reporting lines and responsibilities	VC Council
	Current resource sufficient	Improve communication between campuses	2010	Director: DMC	Complete, accurate simultaneous information	DVC
Ensure equivalence of academic standards on all campuses (SP pp47-48)	Require human, financial and structural resources	QMA unit with multi-campus presence to support drive for quality standards	2010 – 2011	Director: QMA	QMA presence on each campus	DVC
	Current resources sufficient	Ensure equivalence of support services	2009-2013	Registrar GMO ED: HR	Equitable distribution, provision of and access to services across campuses	DVCs
	Financial Human	Create cross-campus virtual spaces; use virtual resources (easier, less expensive to acquire, adapt, maintain, expand)	2010 2013	CIO	Existence of complete virtual campus	DVC
	Resources needed will be informed by findings of the HESA task team that is costing this	Maintain, develop and improve infrastructure (renewal and upgrade plan) wrt computers, research facilities, equipment, library resources, and instrumentation	2013	ED:SD CIO Director: ICT, University Librarian GMO	Equitable distribution, provision of and access to resources across campuses. New databases (improved collections) in all libraries New periodicals subscriptions	DVC
	Feasibility study is being undertaken	Improve Alice Library; allocate new space for EL library development	2011	ED:SD CIO	New Alice library; renovation and expansion of EL Library (meet space norms 1,55 m2 per FTE)	DVCs

Recommendation 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

Priority and justification	Resources needed (human & financial)	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party to monitor & sign off
Strategic Plan Theme 1 Excellence in Teaching & Learning Research and Community Engagement (SP pp 30 -37)	Human Financial	Academic Departments Review 2009 – 2010: Review of academic departments & programs against benchmarked national and international standards including self evaluation and peer reviews	2009 – 2010	DVC	Review complete; report submitted and approved by Senate Strategic Academic Plan based on Report PQM rationalises offerings per campus	VC Senate Council
	Human Financial	Research Review 2009 – 2010: Review of research and non-teaching entities based on self evaluation and peer reviews	20 09 – 2010	DVC Dean of Research	Report approved by Senate Strategic Research Plan based on Report	VC Senate Council
	Human Financial	HEQF alignment exercise	2009 2013	DVC	Implementation Plan approved by Senate Complete alignment of qualifications structures	VC Senate Council

Category Two: Recommendations relating to transformation and institutional culture

Recommendation 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

Priority and justification	Resources needed	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party monitor & sign off
Strategic Plan Enabler 6 Human Capital Strategy and Succession Planning SP pp 52 – 55)	Current resources	Implement succession planning and improve workforce planning	2010-2011	ED: HR	Human Capital, workforce planning, talent Management, succession planning strategies in place	EMT
	Current resources	Recruitment, retention, promotion and succession planning aligned to equity targets	2010 onwards	ED: HR	Annual % increase towards meeting equity targets	EMT
	Current resources	Review recruitment Policy; encourage UFH graduates to apply for internal academic posts Retention and talent management strategy	2010-2011	ED: HR	Facilitate pool of good caliber graduates Number of postgraduate students recruited as staff members Decrease % staff turnover especially young academic staff	EMT
	Current resources	Develop competency management framework Provide MIS reports on statistical indicators to support planning and decision-making	2010-2011	ED: HR CIO Directors Deans	Standards and benchmarks consistent across UFH enable appropriate appointments & promotions Targets available to managers for promotion & succession planning	EMT Senate

	Resources needed	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party monitor & sign off
Priority and justification Strategic Plan Enabler 6 Human Capital Strategy and Succession Planning SP pp 52 – 55)		Provide career management support and advice to staff		ED: HR CIO Directors Deans	% difference in workforce diversity, academic and non-academic staff Career pathing provided Promotions Reduction of staff turnover	EMT Senate
	Financial	Appoint post-doctoral Fellows in strategic areas to mentor emerging researchers	2010 onwards	Dean Research	Number of Fellows	Dean of Research Senate
	Current Resources	Implement Management & Leadership Development Programme Develop competency management framework. Provide MIS reports on statistical indicators to support planning and decision-making	2010-2011	E D: HR CIO Directors Deans	Standards and benchmarks consistent across UFH enable appropriate appointments & promotions Management skills acquired by line managers Differentiated roles of academic and professional leaders based on needs at different managerial levels Effective planning and decision-making	DVCs Senate
	Current Resources	Provide career management support and advice to staff	2009	Directors Deans Line Managers	Career pathing provided Promotions Reduction of staff turnover	ED: HR
	Current Resources	Implement Management & Leadership Development Programme	2010 onwards	Executive Director: HR	Management skills acquired by line managers; improved leadership capability. Differentiated roles of academic and professional leaders	DVC

Priority and justification	Resources needed	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party monitor & sign off
Strategic Plan Enabler 6 Human Capital Strategy and Succession Planning SP pp 52 – 55)	Human Finance	Encourage retention by developing management skills and expertise at Masters & PhD levels	2010 onwards	Deans	Administrative, management skills developed at senior PG level; heightened ability to gain access to posts	DVC
	Human Financial	Appoint post-doctoral Fellows in strategic areas mentor emerging researchers	2010 onwards	Dean of Research	Number of Fellows	DVC Senate
	Current resources	Reward excellence in teaching and research through promotions	2011	DVC	VCs Excellence in Teaching and Research Awards for Experienced and Developing Teachers / Researchers	VC

Recommendation 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;

Priority and justification	Resources needed (human & financial)	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party monitor & sign off
Enabler 3 Develop a Service Culture Sub-objective 3.1 Foster a unified integrated institutional culture (SP p 41)	Human Financial	Assess diversity, climate and culture in UFH on various campuses; use data to utilize strengths of units, campuses, and people to build UFH profile and image	2010 – onwards	Transformation Committee Chair Registrar GMO CIO ED: HR	Report on diversity and bias at UFH; recommendations on further actions	VC IF Council
	Human Financial	Develop and implement integrated diversity management plan to address sexist, racist and xenophobic attitudes and behaviours	2010 – onwards	Transformation Committee Chair ED: HR	Diversity management strategy with particular focus on gender and xenophobia	VC IF Council
	Human Financial	Provide programmes and activities promoting diversity and good citizenship among students and staff of different backgrounds, nationalities & ethnic groups. LKA programme to cover above.	2010- onwards	Dean of Students ED: HR	Programmes in place for staff and students (cultural diversity and anti-bias workshops)	VC IF Council

Recommendation 6 (con): The HEQC recommends that the University of Fort Hare (iii) resources the Internationalization 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.

Priority and justification	Resources needed (human & financial)	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party to monitor & sign off
Strategic Plan Theme 1: Excellence Sub-objective 1.3 Internationalisation (SP p 36)	Human Financial Structure	Re-engineer Internationalization Office; provide adequate staffing	2010	DVC	Strengthened capacity Admin staff posts filled Systems in place	VC EMT
	Human Financial	Survey of other HEIs to develop service provision plan appropriate for size and nature of UFH	2010	DVC	Report benchmarked against other HEIs Best practices Implemented	VC EMT
	Human Financial	Optimal service provision to support needs of International students; benchmark to other HEIs	2010	DVC	% increase in student usage 80% positive student feedback	VC EMT
	Financial	Contribution of levy and revenue from exchanges to operational costs		CFO	Collect levy due Raise % contribution annually	VC EMT
	Current resources	Develop and implement internationalisation policy (include strategy for dealing with xenophobia)	Jan – Dec 2010	DVC	Policy approved and implemented	Senate DVC EMT
	Current resources	Active promotion of student exchanges Manage relationships with international partners		DVC	Number of student and staff exchanges.	Dean of Research

Recommendation 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

Priority and justification	Resources needed (human & financial)	Details of Action Plan	Time line	Responsib Person	Performance Indicator	Structure/Part to monitor sign off
Strategic Plan Enabler 3 Develop Service Culture Objective 3.1 Develop a unified integrated institution culture (SP p 41)		Review of the statute	2009	Review Committee	Revise composition of IF	VC Council
	Financial Human	Induction of the IF joint Sitting with EMT	2009	IF EMT	Better understanding of role of IF by members and EMT	VC Council
	Human Financial	Equity strategic workshop	2009	Equity Officer	Monitor the implementation of UFH Equity plan	VC Council
	Human Financial	Develop input for review of IF Role, as part of national sector conference organised by DHT	2010	IF	Develop comprehensive national strategy on role of IF	VC Council
	Human Financial	Mobilise for appointment of change management officer or special advisor to VC	2010	IF	Strengthen and monitor implementation of transformation	VC Council
	Financial Human	Transformation workshop	2010	IF	IF to have a clear understanding of the transformation discourse of the university	VC Council
	Human Financial	Facilitate student governance workshop	2010	IF SRC	Strengthen governance of student leadership	VC Council
	Human Financial	Curriculum indaba/workshop with internal and external stakeholders	2010	IF	Locating curriculum as fundamental in transforming UFH to people's University	VC Council

Category Three: recommendations relating to teaching, learning and assessment

Due to the extremely detailed nature and scope of the proposed action plans relating to teaching and learning, only a summary of the proposed actions has been included in the Draft Improvement Plan, to be taken forward by the responsible parties identified below.

Recommendation 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.

Priority and justification	Resources needed (human & financial)	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party to monitor & sign off
Strategic Plan Theme 1 Excellence in Teaching & Learning; Research and Community Engagement Sub-Objective 1.1 Conceptual development and curriculum renewal (SP p 36) Sub-objective 1.2 Develop a culture of scholarly excellence (SP p 36) Enabler 2 Improve the Student Experience Objective 2.3 Improve student governance and leadership (SP p 39) High priority in terms of UFH strategic vision in response to contemporary societal challenges.	Human	Macro plans Strategic Plan Funding Proposal Funding processes Implementation Plan	20 09	DVC	Approved macro-plans	Senate
	Human Financial	Curriculum development and design Consultations/ students/ academia Completion of Design/ Outcomes/ Assessment	20 09	DVC	Completed curriculum processes	Senate
	Human Financial	Workbooks/ Readers/ Materials	20 09	DVC	Completed materials	Senate
	Current resources	QMA processes	Quarterly	DVC	According to standard	Senate
	Financial Structural	Physical Space Alice, East London	Annual	DVC	Accurate assessment	Senate
	Human Financial	Student Facilitators Selected & appointed Training Material Design Training & Development	Bi-Annually	DVC	Completed processes	Senate

	Human Financial	Research, Baseline Assessment, Monitoring and Evaluation	2010 Annually	DVC	Completed Design Implementation	Senate
	Financial Human	Management, coordination & facilitation Human Resources Administrative & enabling platform/ general operational requirements	2010 Annual Review	Director LKA	Completed administrative and enabling platform and human resource processes	DVC
	Human Financial	Teaching, learning and research activities/ academics, facilitators, guest lecturers	Ongoing	Director LKA	Completed training schedule	DVC

Recommendation 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

Priority and justification	Resources needed (human & financial)	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/ Party to monitor & sign off
Strategic Plan Theme 1 Excellence in T & L, RCE	Current resources	Develop, finalise & consolidate Teaching and Learning Policies	2008	Director: TLC DVC	Teaching and Learning Policy approved 2008	VC Senate Council
Sub-objective 1.2 Develop a culture of scholarly excellence in Teaching and Learning, (SP p 36)	Current resources	Set up structured mechanisms for implementation and monitoring Pass rate, throughput targets identified and pursued by faculties in collaboration with TLC	2009 2009 onwards	Deans Director: TLC DVC	System and processes in place Annual % increase in pass rates, throughput (as per Operations Plan and Strategic Plan)	Senate
	Current resources	Support for academic staff teaching courses with below average pass rates and poor teaching evaluation results	2009 onwards	TLC HoDs Deans	Processes in place; Faculty QA Committees report on pass rates TLC support provided to academic staff Faculty T & L Committee	DVC

Recommendation 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

Priority and justification	Resources needed (human & financial)	Details of Action Plan	Time line	Responsible Person	Performance Indicators	Structure/Party monitor & sign off
SP Theme 1 Excellence in T & L, Research & CE Sub-objective 1.6 Create an enabling environment (SP p37)	Current resources	Create mechanisms to develop curricula & teaching methodologies to improve learning	2008	DVC	Teaching and Learning Policy approved by Senate 2008	VC Senate
	Current resources	Review of programmes against HEQF	2009	DVC	Alignment plan developed	VC Senate
	Current resources	Alignment of programmes to HEQF through changes	2009 - 2013	DVC	Programmes aligned to HEQF	VC Senate
	Current resources	Review of academic levels of programmes and assessment against level descriptors & HE standards	2010-2013	DVC	Academic levels aligned to level descriptors and HE standards	VC Senate
	Current resources	Develop system to record, monitor & assess content, progress of student learning in the workplace	2010	DVC	Experiential Learning procedures approved by Senate	VC Senate
	Current resources	Develop effective placement and monitoring systems for students in programmes with an experiential learning component	2010	DVC	Monitoring system developed, approved and implemented across Faculties and campuses	VC Senate

Recommendation 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

Priority and justification	Resources needed (human & financial)	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party monitor & sign o
Strategic Plan Theme 1 Excellence in T & L, R & CE Sub-objective 1.6 Create an enabling environment (SP p 37)	Current resources	Clarify Terms of Reference for Central Academic Planning Committee	2009	DVC Registrar	Terms of Reference for CAPC	Senate
Enabler 3 Develop a Service Culture Sub-objective 3.4 Improve & modernise core systems and processes (SP p 42)	Current resources	Streamline committees approval process	2009	DVC Registrar	Eliminate backward referrals; % decrease in turnaround time (Senate approval)	Senate
		New module and new programme proposal templates reviewed and revised	2009	Director: QMA	Full and relevant information available to appropriate committees	
		Increased support to academic staff prior to submission of applications to committees	2009 onwards	Directors: TLC QMA	Full and relevant information made available	
	Current resources	Align meeting dates of various committees to synchronise with approval process	2010 onwards	Registrar Deans		Senate

Recommendation 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 ensure that the programme development resulting from this review process is implemented consistently across the institution with appropriate monitoring mechanisms in place

Priority and justification	Resources needed (human & financial)	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party monitor & sign off
Strategic Plan Theme 1 Excellence in T & L, R CE Sub-objective 1.1 Conceptualise development and curriculum renewal (SP p 36)	Current resources	Draft Curriculum Development & Review Policy and submit to faculties for consultation	Oct 2009	Director: TLC	Draft submitted to Faculty QA and TLC Committees and Boards Policy approved by Senate	DVC Senate Council
		Finalise Curriculum Development & Review Policy	Nov 2009 Feb 2010	Director: TLC		
Sub-objective 1.6 Enabling environment (SP p 37	Current resources	Develop guidelines & frameworks for programme design, aligned to HEQF	2009	Director: QMA	Framework in place 100% new programmes proposals accredited	DVC Senate
		Implement and monitor review process according to new policy Identify criteria for identifying programmes for review Draft annual list of programmes for review according to SLAs with Faculties	2010 2010 2010 onwards	Director: QMA Director: QMA Deans	Programmes developed and reviewed according to policy	

Recommendation 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.

Priority and justification	Resources needed (human & financial)	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party monitor & sign off
Sub-objective 1.1 Conceptualise development and curriculum renewal (SP p 36)	Current resources	Include external stakeholders in policy on programme development and review	Nov 2009 Feb 2010	Director: TLC Deans	Policy approved by Senate	Senate
Strategic Plan Theme 1 Excellence in T & L, R CE Sub-objective 1.4 Stakeholder partnerships (SP p36)	Current resources	New programme proposal template and guidelines accommodate input from industry /professional / research / community partnerships (design, delivery and assessment)	Mar 2010	Director: QMA Director: CE Deans	Template revised and completed	Senate
Sub-objective 1.6 Enabling environment (SP p 37)	Current resources	Develop mutually beneficial teaching, research and engagement stakeholder partnerships, exchanges and co-operative agreements	2010 onwards	Deans Directors: QMA, CE	Number and nature of agreements	DVC
	Feasibility to be explored in 2010	Develop and maintain value-adding strategic partnerships with local authorities, provincial and national government departments		Deans Directors	Number and nature of partnerships	VC

Recommendation 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.

Priority and justification	Resources needed (human & financial)	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party monitor & sign off
Strategic Plan Theme 1 Excellence in T & L, R & CE Sub-objective 1.6 Enabling environment (SP p 37)	Current resources	Review policies & procedures for assessment	2009	Director: TLC	Revised policy approved by Senate	DVC Senate
		Develop and implement mechanisms to monitor implementation of policy & procedures	2009 onwards	Deans HoDs	Lecturer portfolios Course review results	Senate
	Current resources	Assessment practices in accordance with assessment policies and procedures	2009 onwards	Director: QMA	Number of staff trained as assessors Assessment Guidelines	Senate
	Current resources	Implement techniques to ensure equivalence of assessment across campuses: (assessor training, guidelines moderation)	2009 onwards	Deans	Commensurability of results across campuses	Senate
	Current resources	Moderation reports to comment on student performance and make suggestions to improve curricula	2010	Deans	Comments in moderator reports incorporated in curriculum and T& L strategies	Senate

Category Four: recommendation relating to community engagement

Recommendation 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.

Comment: the existence of an extensive array of community engagement, particularly in the field of Agriculture, has resulted in the development of policies and practices that are specific to projects and that have been customized to address needs. An overarching policy was developed and approved by Senate in November 2008, but no single structure or party had been identified throughout the first half of 2009 to establish a unifying mechanism that would ensure coherence among the many institutional projects and alignment to a single set of values and principles. The appointment in September 2009 of a Director of Community Engagement has paved the way for policy implementation, the development of a database recording all activities and the establishment of a coordinating structure.

Priority and justification	Resources needed (human & financial)	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party monitor & sign off
Strategic Plan Theme 1 Excellence in T & L, R & CE Sub-objective 1.1 Conceptualise development and curriculum renewal (SP p 36) Sub-objective 1.4 Stakeholder partnerships (SP p36) Sub-objective 1.6 Enabling environment (SP p 37)	Current resources	Implement conceptual framework of CE Policy to foster and facilitate implementation of CE (community engagement) and experiential learning (ExL) in curriculum	2010	Director: CE HoDs Deans	Activities defined and classified Faculty CE & ExL activities recorded in curriculum	Senate
	Current resources	Develop database to record CE and ExL activities Populate and maintain database	2010	Director: CE	Database established Populated with current, up-to-date data	Senate
	Current resources	Develop mechanism to monitor and evaluate CE and ExL activities Include mechanism in QA cycle	2010	Director: CE Director:QMA	System, tools and process in place	Senate

Priority and justification	Resources needed (human & financial)	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party monitor & sign off
Strategic Plan Theme 1 Excellence in T & L, R & CE Sub-objective 1.1 Conceptualise development and curriculum renewal (SP p 36) Sub-objective 1.4 Stakeholder partnerships (SP p36) Sub-objective 1.6 Enabling environment (SP p 37)	Current resources	Establish coordinating mechanism to facilitate activities and encourage cross-fertilisation of ideas and practices (CE and ExL) Identify cross-University collaboration and long term engagement prospects	2010	Director: CE	System in place Exchanges recorded	Senate
			2010	Director: CE	Number of agreements; documented collaborations	Senate
	Current resources	Promote activities to integrate teaching, learning, research and community engagement (seminars, workshops, student and staff exchanges, papers presented, written and published)	2010	Director: CE Dean Research	Number of seminars, workshops, & attendance. Papers presented and published	Senate
	Current resources	Encourage academic staff to integrate research / CE Support NRF income management link to research output / postgraduate throughput	2010	Director: CE Dean Research	Criteria established Annual	DVC Dean of Research

Category Five: recommendations relating to research

Recommendation 5: The HEQC recommends that the University of Fort Hare explore ways to recruit and retain South African students at the postgraduate level

Note: See Appendix 4 for detailed input received from Faculties

Priority and justification	Resources needed	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party monitor & sign off
Strategic Plan Theme 1 Excellence in T & L, & CE (SP pp 30 – 37)	Current resources	Expose undergraduate students to research base of the discipline; integrate discipline-specific research into UG programmes	2009 onwards	Deans HoDs Dean of Research	Number of modules with significant research component; content of modules & programmes	DVC
	Financial	Nurture research culture among students at UG level	2010 onwards	Deans HoDs & staff Dean of Research	Visible promotion of research in Faculty activities and GMRDC activities	Deans Dean of Research
	Current resources	Identify prospective PG SA students from 2 nd year	2010 onwards	Deans	Number of UG students involved in PG activities	DVC Senate
Enabler 2 Improve Student Experience (SP pp 38 -39)	Financial Human	Increase bursaries/ scholarships supporting priority areas	2010 onwards	Dean of Research	Number of bursaries/scholarships Available to SA students	DVC Deans
		Secure study bursaries for part-time students employed in public & private sectors		CFO	Bursaries and associated internship programmes Allocated to SA students	
		Develop agreements in strategic area, e.g., local government, provincial department of health, agriculture			PG career opportunities Number of SA students sponsored	

Priority and justification	Resources needed	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party monitor & sign off
Enabler 3 Develop Service Culture (SP 40-42) Strategic Plan Theme 1 Excellence in T & L, & CE (SP pp 30 – 37)	Current resources	Particular service provision to PG students to identify students as prestigious Prioritisation of applications, and speedy response to applications	2009 onwards	Deans Registrar	Efficient, prompt internal administrative processes (application processing, offers, acceptance, registration, supervisory allocations Turnaround times agreed SLA's in place	DVC
	Financial Human	Enhance UFH research profile nationally and internationally	2010 onwards	Dean of Research Director: DMC	Access to national & international funding	DVC
	Financial Human	High profile productive researchers, attract students and research funding Identify and develop research areas of expertise and supervisory focus	2010 onwards	Deans Dean of Research	Research specialisations identified per faculty and department Funds and third stream income received for research projects	DVC
	Financial Human	Increase participation by PG research students and staff in research/community engagement, seminars and conferences Prioritise integrated PG research through registered research projects	2010 onwards	Deans HoD's Supervisors Academic staff	Number of students enrolled to do research Number of PG students attending seminars and conferences Number of PG registered research projects	DVC Senate
	Human resources	Apply extreme diligence selecting appropriate supervisors for research topics and students	2009	Deans HoD's	Correspondence between research foci of staff and student research topics	DVC Senate
	Financial Human	Identify UG students with research potential	2010 onwards	HoDs Deans	% increase in number of Honours students	Deans

Priority and justification	Resources needed	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party monitor & sign off
Strategic Plan Theme 1 Excellence in T & L, & CE (SP pp 30 – 37)	Financial Human	High-profile productive researchers attract students and research funding	2010 onwards	Dean of Research Faculty Deans	Funds received for research projects	Dean of Research
	Financial Human	Increase participation by postgraduate research students in staff research / community engagement, seminars and conferences	2010 onwards	Deans HoDs Supervisors Academic staff	Number of students enrolled to do research Number of PG students attending seminars and conferences	Deans
	Human financial	Develop and maintain strategic partnerships with public and private sector. International partnerships with recognized universities	2010 onwards	VC	Number of collaborations Number and nature of partnerships (exchanges, shared programmes, etc)	Senate Council
	Human Financial	Investigate establishment of Faculty-based trust fund; interest used to employ SA Honours / Masters students with potential as “research assistants” & junior lecturers whilst completing degrees.	2010 onwards	Deans CFO	Value of fund and interest yielded on investment. Number of students employed % graduates among sponsored students	DVC
Enabler 4 Optimise Multi-Campus model (SP pp43 – 48)	Human financial	Create Postgraduate ‘village’ type complex with quality postgraduate environment & Resource Centre		Dean of Students GMO	Appropriately resourced complex and PG Centre	DVC
	Human Financial	Effective marketing and recruitment Vigorous promotion of flagship PG programmes	2010 onwards	Director: DMC Deans	Key programmes identified per faculty Clear communication strategies for advertising	DVC

Recommendation 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.

Recommendation 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

Note: See Appendix 5 for full Draft Research Plan

Priority and justification	Resources needed (human & financial)	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party monitor & sign off
Strategic Plan Theme 1 Excellence in T & L, Research & CE	Current resources	Draft Research Plan Goals: -Curricula Renewal -Internationalization -Stakeholder partnerships -Enabling research environment -Sustainability -Rewarding of excellence -Critical human capital development -Qualitative and Innovative integrated -Teaching, Research and -Community Engagement	2009	Dean of Research	Plan developed and approved by Senate	Senate
Strategic Plan Theme 1 Excellence in T & L, & CE	Current resources	Develop policies relating to ethics Interim Ethics Committee established Final Ethics Committee established	2009 2009 2009	Dean of Research	VC	VC Senate Council

Category Six: recommendations relating to non-academic support and corporate support services

Communication and Marketing

Recommendation 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].

Comment: the position of Director of the Division of Marketing and Communication was vacant at the time of the Audit and at the time that the IIP was develop. The finalization of action plans remains pending the appointment of a Director, but in the interim necessary actions have been identified by the Executive Management Team and approved by Council.

Priority and justification	Resources needed	Details of Action Plan	Time line	Responsible Person	Performance Indicators	Structure/Party monitor & sign off
Strategic Plan Enabler 3 Develop Service Culture Objective 3 Improved Communication and Marketing (SP p 42)	Human Financial	Develop comprehensive Institutional Communication and Marketing Plan	2010	Director: DMC	Plan and division score card in place	VC
		Strengthen capacity of DMC	2010	Director: DMC	Fully staffed division	VC
	Human Financial	Improved two-way communication flow to ensure buy-in to strategic plans	2009 onward	Director: DMC Chair: EMT Deans	Create networking opportunities for VC Communiqué release after EMT meetings Feedback from EMT committee agendas Deans provide regular reports to Faculty	VC
		Improved communication flow across campuses and with staff and students				
	Human Financial	Identify barriers to and gaps in communication		Director: DMC	25% increase in the awareness amongst staff and students of current UFH issues	VC
Human Financial	Establish and maintain communication channels and mechanisms		Director: DMC Manager: Website CIO	Maximise technology available (SharePoint, teleconferences, bulk SMS, e-newsletter Website overhaul	VC	

Student Affairs

Recommendation 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.

Priority and justification	Resources needed (human & financial)	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party monitor & sign off
Strategic Plan Enabler 2 Improve Student Experience Sub-objective 2.1 Improve student services and support Sub-objective 2 Improve student accommodation (SP p 39)	Current resources	Develop, implement and monitor maintenance and facilities management plan	2009	Dean of Students GMO ED: SD Manager (Residences)	Master Plan for Residence Improvement of infrastructure approved by EMT	DVC EMT
	Financial Structural	Maintenance & renovation of residences Refurbishing	Phases 1 - 3 (2009 - 2011)	Dean of Students GMO Tender Committee University Planner	Phase 1 completed	DVC EMT
	Current resources	Provision of adequate security measures	2009 – 2010	Dean of Students GMO Tender Committee Planner	Service provider appointed	DVC EMT
	Financial	Ensure students with disabilities are catered for in terms of physical facilities	2009-2012	Dean of Students	Plan submitted to EMT Full access to facilities for disabled students	VC
	Current resources	Review, monitor and implement exclusion policy vis-à-vis residences	2009-2010	DVC	Residence space available to new students and students with passing profile	EMT Council

Information Technology

Recommendation 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

Priority and justification	Resources needed (human & financial)	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party monitor & sign off
Strategic Plan Enabler 5 Harness Technology effectively Sub-objective 3.3 Appropriate Information Management Enabler (SP p 51)	Financial Human	Develop and update information strategy in consultation with relevant stakeholders	2011	CIO	Fully automated information management system in place	EMT Senate
	Financial Human	Promote and provide computer and information literacy training for staff	2011	CIO	Staff trained to utilize system to obtain data required	ED: HR DVC
	Financial Human	Administer, support and maintain virtual environments	End 2009	CIO	Staff support available on demand within SLA	DVC
	Part of first entry above	Optimise use of MIS	2011	CIO	Relevant reports timeously produced for effective management Users created and enrolled accurately	Line Managers HoDs

Recommendation 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

Priority and justification	Resources needed	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party monitor & sign off
Strategic Plan Enabler 5 Harness Technology effectively (SP pp 49-51) Sub-objectives 1-3 -Unified virtual campus -Access on demand -Appropriate IMS management (SP p 51) Enabler 4 Optimised multi-campus model (SP pp 47-48) Sub-objective 3 Optimise management of academic and support services across campuses (SP p48)	Financial	Disaster recovery planning	End 2012	CIO	Disaster recovery system in place	EMT Senate
		Manage bandwidth	End 2010	CIO	Management system installed; optimized	DVC
	Financial	Increase access (electronic information resources)	End 2010	CIO	Access to internet facilities in libraries, Faculties	DVC
	Financial Human	SETA (ICT): Training costs recovery and specialized grant funding		CIO ED: HR	Funding requirement plan developed & implemented Funding received	DVC CFO
	Financial Human	ICT training relevant to individual KPIs for staff		CIO	80% ICT Staff trained	ED: HR EMT
	Current resources	Establish ICT Governance Committee of Council	End 2009	CIO	Committee established	EMT
	Financial	Maximise use of existing resources (full utilization of purchased ITS modules)	End 2010	CIO	80% improvement in usage	EMT
	Financial	Standardize ICTs at all campuses according to ICT strategic plan	2012	CIO	0% deviation	EMT
	Financial	Online registration and results for students	2010	CIO	All returning students registered online	EMT

Academic Administration

Recommendation 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

Priority and justification	Resources needed (human & financial)	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party monitor & sign off
Strategic Plan Enabler 3 Develop a Service Culture (SP pp 40 – 42) Sub-objective 4 Improve and modernize core systems and processes (SP p 42)	Current resources	Regular and systematic analysis of examination and certification process, utilizing data	2009 onwards	Deputy Registrar	Flaws identified and process corrected / streamlined Admin staff manual adjusted and training conducted with administrative staff	Senate Registrar
		Develop Service Level Agreements between Faculties and Academic Administration departments	2009	Registrar Deans	Workshops conducted Reports of evaluation sessions 70% satisfaction level achieved Signed Service Level Agreements between Support Departments and client departments (Faculties)	Deans Senate

Human Resource Management

Recommendation 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.

Note: In the absence of an Executive Director until 01 July 2009, a definitive plan has not been developed. The newly appointed ED (Human Resources) has indicated that the following will be embarked on in 2010, although not necessarily completed:

- Recruitment (Competency Framework, Engagement process, Induction, Integration to UFH)
- Retention and Talent Management (Policy, Performance Management: Monitoring and Evaluation, Succession Planning)
- Review of HR Policies
- Training and Development policies (Personal development, career management)
- Wellness Strategy
- Labour Relations Process
- Exit Management

Priority and justification	Resources needed	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party monitor & sign off
Strategic Plan Enabler 6 Human Resource Development (SP pp 52 – 55) Sub-objectives 1- 4 -Improve HR function and capability -Improve recruitment and retention processes -Optimise size and composition of workforce	Financial	Conduct comprehensive review of policies, and improve processes to align to best practice, legislation, culture and UFH strategy	2010-2011	ED: HR	Policy review & alignment completed Staff Handbook developed and disseminated	EMT Senate
	Financial	Collect and analyse management information on workforce planning linked to UFH needs	2010-2011	CIO ED: HR	Management Information System relating to staff performance established	EMT Senate
	Human	Modernise and improve administrative processes e.g. personnel records	2010	ED: HR	SLAs established and monitored	EMT Senate
	Human	Improve recruitment process and turnaround between advertisement of vacancy and appointment	2010	ED: HR	Posts filled without being left vacant Preferred candidates not lost to other organisations	SPAC VC

Priority and justification	Resources needed	Details of Action Plan	Time line	Responsible Person	Performance Indicator	Structure/Party monitor & sign off
Enhance staff development and performance Promote staff well-being	Structural Financial	Establish performance management and staff development system	2010 2011	ED: HR	Performance management practices established % improvement in staff productivity, effectiveness Integrated, coordinated processes linking performance to institutional goals	VC Senate Council
	Structural Financial	Extend performance management system to all staff, providing support to all managers	2011	ED: HR	100% performance contracts for all staff Performance appraisal training and development for all line managers	VC Senate Council
	Structural	Promote continuing professional development	2010	ED: HR Directors Deans	Career goals known to managers and staff Accountability for professional development lies within departments, units, entities	DVCs Senate
	Structural Financial	Implement staff Development & appraisal. Enhance staff performance, equip staff to fulfil current responsibilities and enable them to adapt to future change	2012	ED: HR Directors Deans	100% staff to have active personal development plans	DVCs