



**Tshwane University
of Technology**

We empower people

Institutional Audit : Quality Improvement Plan

August 2024

ACKNOWLEDGEMENTS

Our sincere thanks to to our Vice Chancellor and Principal, Professor Tinyiko Maluleke, members of the Executive Management Committee, members of the Institutional Management Committee as well as other senior members of staff whose input and guidance enabled us to address all the Council on Higher Education (CHE) recommendations. We are deeply appreciative of the diligent and meticulous work of the TUT Directorate Qualith Promotion, under the leadership of Dr Emily Mabote before, during and after the Audit process, especially in the compliation of this quality improvement plan.

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ACRONYMS

CDS	Curriculum Development and Support
CFO	Chief Financial Officer
CHE	Council on Higher Education
CRM	Customer Relationship Management
DCE	Directorate of Continuing Education
DEI	Diversity, Equity, and Inclusion
DHET	Department of Higher Education and Training
DQP	Directorate of Quality Promotion
DRI	Directorate of Research and Innovation
EMC	Executive Management Committee
FTEs	Full-Time Equivalent
HEDS	Higher Education Development and Support
HR	Human Resources
HR&T	Human Resources & Transformation
ICT	Information and Communication Technology
ITS	Integrated Tertiary Software
KPAs	Key Performance Areas
MERS	Monitoring, Evaluation and Reporting System
MIS	Management Information System
NSFAS	National Student Financial Aid Scheme
OER	Open Educational Resources
PMDS	Performance Management Development System
QAF	Quality Assurance Framework
QIP	Quality Improvement Plan
SATN	South African Technology Network
SCRI	Senate Committee for Research and Innovation
SCTL	Senate Committee for Teaching and Learning
SDS	Student Development and Support

SEEP	Student Enrolment & Efficiency Plan
SMS	Strategic Management and Support
TLT	Teaching, Learning and Technology
TLwT	Teaching and Learning with Technology
TUT	Tshwane University of Technology

1. INTRODUCTION

Tshwane University of Technology (TUT) extends its appreciation to the Council on Higher Education (CHE) for the comprehensive Institutional Audit Report received on 14 December 2023 and the feedback to the institutional Improvement Plan received on 26 June 2024. The CHE Institutional Audit Report report provided the University with 3 commendations and 17 recommendations. We are appreciative of the commendations. However, we have built our Quality Improvement Plan (QIP) upon the CHE recommendations. This second draft of the institutional QIP focused on and amended the two recommendations that were flagged in the feedback. This process is integral to our ongoing commitment to improving the effectiveness of our quality management systems and advancing the delivery of our core academic activities, which include learning and teaching, research, and community engagement.

The University has noted the full range of the CHE recommendations covering the following areas:

- Postgraduate studies, research and partnerships (3 recommendations)
- Students' admission and registration (1 recommendation)
- Programmes/qualifications (2 recommendations)
- Staffing: academic, support, statisticians (3 recommendations)
- Institutional Information Technology systems (3 recommendations)
- Resource allocation (3 recommendations)
- Teaching innovation (1 recommendation)
- Graduate employability (1 recommendation)

As well as responding purposefully to the 17 recommendations, TUT is committed to integrating some of the QIP action plans into its own institutional planning processes. The development of this QIP followed a collaborative approach, ensuring meaningful participation from all stakeholders. This collaborative effort empowered the respective environments within the institution to take ownership of all the recommendations, especially those pertaining to their environments. This approach acknowledged various divisions and environments as vital contributors to the crafting of a comprehensive QIP – a process undertaken between February and April 2024. Each identified recommendation was addressed by the relevant executive environment, with responses aligned with the institution's strategic plan: 2020 – 2025. The university noted the comments regarding Recommendation 2 for Standard 4 and Recommendation 6 for Standard 6. The action plans for the 2 recommendations have been amended accordingly in the revised submission

In our pursuit of continuously improving the quality of the academic core functions, the Executive Management Committee (EMC) members played a pivotal role by providing

strategic leadership and oversight towards the development of their environments' QIPs. Additionally, the Directorate of Quality Promotion (DQP) played a crucial coordination and quality assurance role, ensuring the University's adherence to CHE guidelines and maintaining the integrity of the QIP development process.

The QIP is structured following the Institutional Audit criteria comprising of focus area, standard, recommendation and then action plans for each recommendation. The action plan table details the intended improvements by providing an overview, action to be implemented with associated timeframes, resources implications, performance indicators, responsible and accountable environments. The approval of this plan by the CHE will enable the University to implement the planned actions and prepare for the rollout of the Quality Assurance Framework (QAF). This QIP represents TUT's commitment to addressing the recommendations emanating from the CHE's institutional audit report.

The QIP has been approved by the Executive Management Committee and signed off by the Vice-Chancellor and Principal.

The University resubmits its quality improvement plan for approval by the CHE.

2. RECOMMENDATIONS

FOCUS AREA 1: GOVERNANCE, STRATEGIC PLANNING, MANAGEMENT AND LEADERSHIP SUPPORT THE CORE ACADEMIC FUNCTIONS

Standard 2: *The stated vision, mission and strategic goals align with national priorities and context (e.g. transformation, creating a skilled labour force, developing scarce skills areas and a critical citizenry, and contributing to the fulfilment of national goals as informed by the NDP and related national planning), as well as sectoral, regional, continental and global imperatives (e.g. Africa Vision 2063 or the Sustainable Development Goals).*

2.1 Recommendation 1: Strengthening Partnerships - The CHE panel recommends that TUT strengthen partnerships with regional and international universities to offer greater opportunities for postgraduate studies and research funding to contribute to national, continental, and global sustainability.

Overview: The recommendation focuses on national and international collaborations for the University to advance research and postgraduate opportunities. The University has already established partnership and will continue to increase and strengthen the partnerships. The Internationalisation office made a submission to the Senate Committee on Research and Innovation to request funding of internationalisation activities. The funding will be directed towards international activities aimed at growing the University's collaboration with its international partners, enhancing institutional reputation, supporting students and staff exchanges, and promoting of access to international funding and study opportunity.

Improvement Plan for Recommendation 1:

Action Plan	Timeframe	Resources Needed	Performance Indicator	Responsible Environment	Accountable member	EMC
Increase international and national collaborations.	December 2024	Financial resources	Signed MoUs	Directorate of Research and Innovation (DRI)	DVC: Research, Innovation and Engagement	
Provide staff and students with international and national research opportunities.	December 2024	Financial resources	Published information on research opportunities	Directorate of Research and Innovation (DRI)		
Implement the Policy on internationalisation and 2024-2025 internationalisation implementation plan	December 2024	Financial resources	Implementation plan Status report	Internationalisation Office		

Standard 4: *There is a clear understanding of and demonstrable adherence to the different roles and responsibilities of the governance structures, management, and academic leadership.*

2.2 Recommendation 2: Admissions and Registrations: The CHE panel recommends that the university improve governance of the plans related to admissions and registration to resolve contentious issues around late applications and walk-ins at the beginning of the academic year, as well as delays in funding from the National Student Financial Aid Scheme (NSFAS) and other sources.

Overview: The recommendation highlights the necessity for TUT improve some pertinent aspects associated with admissions and registration. The University is committed to simplifying and streamlining its online application and selections processes with automated features to make TUT's admissions process faster and efficient.

Improvement Plan for Recommendation 2:

Action Plan	Timeframe	Resources Needed	Performance Indicator	Responsible Environment	Accountable member	EMC
Revision of the Policy on Admission of Students and the Admission Standard Operating Procedures, including implementation of the Infinity 5.0, which is a simplified, streamlined online application process that is fast and easy to understand. The system is also easy to use on mobile phones and the documents can be photographed and submitted	April 2024 – March 2025	Financial resources	Implementation plan Status report	Enrolment Planning and Coordination	Registrar	

in real time. Moreover, Infinity 5.0 is cloud based to mitigate the risk of the back-office system failure during late application period.					
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FOCUS AREA 2: THE DESIGN AND IMPLEMENTATION OF THE INSTITUTIONAL QUALITY MANAGEMENT SYSTEM SUPPORTS THE CORE ACADEMIC FUNCTIONS

Standard 5: *A quality assurance system is in place, comprising at a minimum, of:*

- *governance arrangements;*
- *policies;*
- *processes, procedures and plans;*
- *instructional products;*
- *measurement of impact*
- *data management and utilisation*

as these give effect to the delivery of the HEI's core functions.

2.3 Recommendation 3: Consultation with Professional Bodies: The CHE panel recommends that TUT departments provide evidence of consultation with professional bodies in the quality evaluation of their vocational degree programmes, and that these engagements and programme approvals be monitored and reported to the respective faculties and Senate committees.

Overview: This recommendation places emphasis on the importance of continued engagement with professional bodies to ensure that the University's programmes remain relevant, fit for purpose and competitive in the interest of enabling future ready graduates and student employability.

Improvement Plan for Recommendation 3:

Action Plan	Timeframe	Resources Needed	Performance Indicator	Responsible Environment	Accountable member EMC
Consult with the professional councils during the development of programmes	As required for the development of new programmes	No resources needed	Endorsement letter	Academic departments	DVC: Teaching, Learning and Technology
Consult with advisory committees	December 2024	No resources needed	Advisory board minutes	Academic departments	
Consultation in preparation for and during the accreditation visits	Depending on the programme accreditation cycle	Financial resources	Initial site accreditation letter, Self-evaluation report, accreditation visit schedule, report, and Improvement plans	Academic departments	
Staff registration with the professional councils	December 2024	Financial resources	Membership information	Academic departments	
Monitoring and reporting of programme approval to institutional committees	December 2024	No resources needed	Monitoring reports	Academic departments Faculties (Deanery)	

2.4 Recommendation 4: Improvement of Staff to Student Ratios: The panel also recommends that TUT improve its staff to-student ratio by appointing more academics in scarce skills and popular specialisation, to improve the quality of teaching and learning and research supervision.

Overview: To address Recommendation 4 effectively, TUT will undertake a workload analysis across departments and faculties to identify areas where the staff and student ratio is inadequately distributed. This analysis aims to pinpoint disciplines requiring academics with scarce skills or popular specialisations. TUT will develop an evaluation mechanism considering factors like course load, research supervision, administration duties, and student support. The university will prioritise the recruitment of academics with expertise in identified areas of scarce skills and specialisations to meet student needs. A targeted recruitment strategy will be developed to attract academic staff possessing the required skills. TUT will collaborate with relevant academic bodies and industries to identify potential candidates for recruitment.

Additionally, TUT will enhance research supervision capacity by recruiting academics with strong research backgrounds and supervision capabilities. To ensure equitable workload distribution, TUT will develop a workload distribution guideline. This guideline, linked to average hours per week and FTEs, will help identify areas with staff overload and resource deficiencies. It will guide financial resource allocation for faculties. Regular monitoring of workload distribution across faculties and departments will be implemented. Adjustments will be made as necessary to achieve a balanced and sustainable workload for academics, supporting quality teaching and research outcomes.

Improvement Plan for Recommendation 4:

Action Plan	Timeframe	Resources Needed	Performance Indicator	Responsible Environment	Accountable member EMC
Develop a TUT workload guideline to distribute workload	December 2024	Human resources	Approved TUT Workload Guideline	Higher Education Development and Support (HEDS)	DVC: Teaching, Learning and Technology
Revise and approval of TLT structures for 2024 - 2028	March 2025	Human resources Financial resources	Revised and approved TLT structures.	Office of the DVC TLT	

Design and develop the TUT SEEP for 2026-2030 based on available and projected resources and capacity to ensure quality learning and teaching.	June 2024 – September 2025	Human resources Financial resources	Approved TUT SEEP 2026-2030	Strategic Management and Support (SMS) Faculties (Executive and Assistant Deans: Teaching and Learning)	ED: Institutional Effectiveness and Technology DVC: Teaching, Learning and Technology
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Standard 6: *Human, infrastructural, knowledge management and financial resources support the delivery of the institution's core academic functions across all sites of provision, in alignment with the concomitant quality management system, in accordance with the institution's mission.*

2.5 Recommendation 5: Funding for Contract Academics and Support Staff: The CHE panel recommends that TUT source the necessary funding and devise a plan to assist contract academics and support staff (who meet the prescribed requirements) in scarce skills and popular specialisations to become permanent employees through a process of interviews, in line with HR policies and practices at TUT.

Overview: To implement this recommendation, the University must conduct a thorough analysis of human resources needs within faculties and directorates in alignment with departmental goals. In addition, a budget proposal outlining the financial resources required to convert identified contract staff to permanent roles will be developed emphasising the strategic importance of investing in critical skills areas. The University will appoint contract academics and support staff, who meet the prescribed requirements, in scarce skills and popular specialisations to become permanent employees through a process of interviews, in line with TUT's HR policies, processes and practices.

Improvement Plan for Recommendation 5:

Action Plan	Timeframe	Resources Needed	Performance Indicator	Responsible Environment	Accountable member EMC
Conduct human resources need analysis within faculties/directorates in line with the departmental objectives	July 2025	No resources needed	Needs analysis report	Human Resource & Transformation (HR&T) together in consultation with various Environments where positions will be created (faculties/directorates)	ED: Human Resource and Transformation
Cost the positions	September 2025	Financial resources	Report	HR&T Finance Department	ED: Human Resource and Transformation
Submit Budget Request to Finance Department	September 2025		Final request to finance committee	HR&T Finance Committee	Chief Financial Officer
Present Amended Structure Proposal to EMC	October 2025		Final submission to EMC	HR&T	ED: Human Resource and Transformation

2.6 Recommendation 6: Improvement of Incentives for Staff Development: The panel also recommends that TUT improves incentives for staff development programmes in order to increase the number of academics with advanced qualifications, especially PhDs, in order to meet the Department of Higher Education and Training (DHET) targets.

Overview: To address the recommendation, a detailed analysis will be conducted to determine the number of academics eligible for funding annually to pursue Doctoral Qualifications. This analysis will also establish reporting purposes, ensuring transparency and accountability in the allocation of resources. Next, existing staff development programs and policies will undergo thorough review to identify any gaps or opportunities for improvement. The focus will be on enhancing incentives that encourage academic staff to pursue advanced qualifications, addressing key areas for enhancement within the university's framework. To secure dedicated resources for staff development, efforts will be made to advocate for budget allocation within the Senate Committee specifically earmarked to support staff pursuing postgraduate qualifications. This proactive approach aims to ensure sustainable funding for academic advancement. Furthermore, the University's HR policy will be amended to incorporate explicit incentives for staff members who successfully pursue and achieve advanced qualifications. This amendment reflects the institution's commitment to fostering a culture of continuous professional growth and academic excellence. Finally, a monitoring framework will be implemented to assess the impact of these enhanced incentives on staff development and qualification improvement.

Improvement Plan for Recommendation 6:

Action Plan	Timeframe	Resources Needed	Performance Indicator	Responsible Environment	Accountable member EMC
Conduct a detailed analysis of academic staff registered for Doctoral qualifications annually to determine the number of academics eligible for funding to pursue doctoral qualifications.	December 2024 (yearly)	Financial resources	Annual report with the list of PhD doctoral candidates and progress	HR&T	ED: Human Resource and Transformation

Participate in DHET programs that support staff qualification improvement	December 2024 (yearly)		List of staff participating in the DHET programs and the information on the programs	DRI	DVC: Research, Innovation and Engagement
Revise the University HR policy on compensation of staff members who have improved their qualifications	March 2025		Revised approved Policy	HR&T	ED: Human Resource and Transformation
Staff incentives:					
Financial study support to be provided to staff who are furthering their qualifications towards their tuition	December 2024 (yearly)	Financial resources	List of candidates provided with financial support to further their studies	HR&T	ED: Human Resource and Transformation
Staff to be provided once off qualification improvement reward bonus	December 2024 (yearly)		List of candidates that received the bonus		
Leave support to be provided to staff to further their education	December 2024 (yearly)	Human resources	List of candidates who were provided with leave support		
Promotion of instructional and research staff (academics)	December 2024 (yearly)	Financial resources	List of candidates who have been promoted after furthering their qualifications		
Research incentive allowance	December 2024 (yearly)		List of staff that received NRF rating incentive allowance		

Standard 7: *Credible and reliable data (for example, on throughput and completion rates) are systematically captured, employed and analysed as an integral part of the institutional quality management system so as to inform consistent and sustainable decision-making.*

2.7 Recommendation 7: Integration of Information Systems: The CHE panel recommends the speedy integration of key quality information systems (ITS, MIS, MERS and PowerHEDA) to ensure parity in reporting, and the easy provision of data for improved decision-making, as well as to increase cybersecurity and adequate back-up capacity.

Overview: The institution has systems that are integrated to ensure effective management of its business processes. Both MIS and PowerHEDA extract data from ITS daily for reporting on the PowerHEDA platform. The PowerHEDA system is now hosted in the cloud. As part of the consolidation of the TUT systems, an Enterprise Architecture Board which is coordinated through ICT Services and the Office of ED: Institutional Effectiveness and Technology was introduced to do the following:

1. Align technology initiatives with educational objectives
2. Integrate systems and applications;
3. Optimise technology infrastructure;
4. Enable data management and analytics;
5. Foster the adoption of emerging technologies;
6. Enhance user experience and accessibility; and ensure security and privacy

Improvement Plan for Recommendation 7:

Action Plan	Timeframe	Resources Needed	Performance Indicator	Responsible Environment	Accountable member	EMC
The Key systems (ITS, MIS and PowerHEDA) are currently integrated.	Achieved	No resources needed	System integration report	ICT Services	ED: Effectiveness and Technology	Institutional and
Explore possible options of integrating MERS with other institutional systems.	December 2024	Human Resources Financial Resources	System integration report	ICT Services	ED: Effectiveness and Technology	Institutional and

2.8 Recommendation 8: Staff Training on the Use of Clarivate Converis: The panel also recommends that TUT extended bespoke staff training in the use of Clarivate Converis (in collaboration with fellow member UoT's in the consortium) in the research and innovation environment, to ensure that research artefacts are captured and reported accurately to the DHET for funding purposes.

Overview: The Clarivate Converis system was first used in 2020 to process 2019 research output data. Since it was new, several consultations were arranged with the other Universities of Technology through SATN. Training sessions have been conducted with faculties and individuals on the functionality of the Clarivate Converis PubCount Module. The University is continuing with the end-user training on the use of creative outputs module of Clarivate Converis Research and Information Management System for DHET submission.

Improvement Plan for Recommendation 8:

Action Plan	Timeframe	Resources Needed	Performance Indicator	Responsible Environment	Accountable member EMC
Conduct staff training in the use of Clarivate Converis	December 2024	Human resources	The training information (invitation, participants' list, number of trainings, and training reports)	Research and Innovation	DVC: Research, Innovation and Engagement

2.9 Recommendation 9: Improvement of Data Analytics Expertise: The CHE panel recommends that TUT ensure that data analytical expertise be improved in the DRI and SMS Directorate to attract well-qualified statisticians to enhance its capacity to provide predictive analytics.

Overview: The recommendation underscores the importance of enhancing and increasing the capacity for data analytics within TUT. Recognising the significance of data analysis in driving evidence-based decision-making processes and fostering organisational effectiveness, action plans outlined below provides a multifaceted approach to strengthening data analytical expertise. The University will focus on capacity development initiatives, recruitment and collaborative partnerships.

Improvement Plan for Recommendation 9:

Action Plan	Timeframe	Resources Needed	Performance Indicator	Responsible Environment	Accountable member EMC
Appointment of an institutional Researcher with data analytics expertise.	December 2024	Financial resources	Appointment letter	SMS HR&T	ED: Institutional Effectiveness and Technology

					ED: Human Resource and Transformation
Conduct data science and other relevant workshops for capacity development for SMS staff	March 2025	Financial and human resources	The workshop information (invitation, participants' list) and data science workshop report	SMS	ED: Institutional Effectiveness and Technology
Through the TUT National Review of Doctoral Qualifications QIP process, DRI appointed four qualified statisticians	Resolved	No resources needed	Statistician report	DRI	DVC: Research, Innovation and Engagement

Standard 8: *Systems and processes monitor the institution's capacity for quality management, based on the evidence gathered.*

2.10 Recommendation 10: Deployment of MERS: The CHE panel recommends that TUT employ the MERS more widely across TUT to link plans, objectives, performance indicators and risk management to realise the strategic goals of the University and substantially improve system integration.

Overview: TUT acknowledges the importance of employing the MERS (Monitoring, Evaluation, and Reporting System) more extensively. Due to licensing constraints, the University initially limited the access to senior management, but we have since expanded access by procuring additional licenses. This expansion now includes all director-level positions, enhancing our ability to monitor and integrate various institutional operations, aligning them more closely with our strategic goals. The University is committed to providing ongoing support, maintenance, and integration support to ensure compatibility across various institutional systems. The risk assessment will be conducted and the identified risks will be linked to the KPAs of the operational portfolios.

Improvement Plan for Recommendation 10:

Action Plan	Timeframe	Resources Needed	Performance Indicator	Responsible Environment	Accountable member EMC
Expanded implementation of MERS, including training and full activation for all directors	December 2024	Financial resources	Training for new users report.	ICT Services	ED: Institutional Effectiveness and Technology
Conduct risk assessment within MERS.	December 2024	No resources needed	Operational Risk Registers	Risk Management	ED: Institutional Effectiveness and Technology
Procure Risk Management software.	April 2024 – April 2026	Technological Skills Financial Resources	Report on integrated Risk Management Software	Risk Management	

FOCUS AREA 3: THE COHERENCE AND INTEGRATION OF THE INSTITUTIONAL QUALITY MANAGEMENT SYSTEM SUPPORT THE CORE ACADEMIC FUNCTIONS

Standard 9: *An evidence-based coherent, reasonable, functional and meaningfully structured relationship exists between all components of the institutional quality management system.*

2.11 Recommendation 11: Implementation of the Performance Management Development System: The CHE panel recommends that TUT ensure that the PMDS be implemented to facilitate the achievement of KPAs assigned to set functions, including those of contract and part-time personnel, against KPIs.

Overview: The recommendation emphasises the significance of TUT prioritising the implementation of the PMDS. The PMDS plays a key role in facilitating the achievement of KPAs associated with particular functions, including roles held by both contract and part-time staff. The University acknowledges that there is still work to be done such as finalising the review and approval of the PMDS Policy. The University remains committed to establishing a credible performance management system for all its staff.

Improvement Plan for Recommendation 11:

Action Plan	Timeframe	Resources Needed	Performance Indicator	Responsible Environment	Accountable member EMC
Finalise the Review of the Policy on PMDS.	December 2024	Financial resources	Approved Policy on PMDS	Organisational Development (Employee Relations, Organised Labour)	ED: Human Resource and Transformation
Revise the Performance Agreement Contract Template	April 2025	Financial resources	Signed Performance Agreement contracts (PL 1 – PL 8)	Organisational Development (Line Managers)	ED: Human Resource and Transformation

			Signed Performance Agreement contracts (PL 9 – PL 16)		
Implement of the PMD System.	June 2025	Financial and human resources	Electronic PMD System	HRIMS Organisational Development (ICT Services, HRD, R & B)	ED: Human Resource and Transformation

Standard 11: *Planning and processes exist for the reasonable and functional allocation of resources to all components of the institutional quality management system.*

2.12 Recommendation 12: Resource Allocation: The CHE panel recommends that TUT ensure greater parity in the resource allocation, the provision of qualified staff, workload allocation, sophisticated technology and additional buildings on its distant campuses.

Overview: As a multi-campus institution, the University places a greater emphasis on assuring greater parity in resource allocation across all of its campuses, including the implementation of the workload model, thereby enhancing the overall quality and effectiveness of its educational offerings.

Improvement Plan for Recommendation 12:

Action Plan	Timeframe	Resources Needed	Performance Indicator	Responsible Environment	Accountable EMC member
Review of Operations environment organisational structure to strengthen resource allocation.	December 2024	Financial resources	Reviewed and approved organisational structure for	Directors in the Operations environment HR&T	DVC: Operations

			Operations environment		ED: Human Resource and Transformation
Review of masterplans of Distant Campuses	May 2024 – May 2026	Financial resources	Reviewed and approved distant campuses masterplans	Operations environment	DVC: Operations
Installation of integrated electronic security system at distant campuses	December 2025	Financial resources	Installed surveillance system at distant campuses	Operations environment	DVC: Operations Chief Financial Officer
Review of budget allocations for maintenance for distant campuses	June 2025	Financial resources	Reviewed maintenance budgets for distant campuses	Operations environment Finance	DVC: Operations Chief Financial Officer
Conduct environmental scan in alignment to disparity of resources	December 2025	Financial resources	Report	TLwT	ED: Institutional Effectiveness and Technology
Appointment of additional dedicated technical support staff for educational technology to service distant campuses.	December 2025	Financial and human resources	Appointment letters	TLwT HR&T	ED: Institutional Effectiveness and Technology ED: Human Resource and Transformation
Budget for IEG6 funding for technology upgrades at distant campuses as based on the needs aligned to educational value	December 2025	Financial resources	Needs analysis report	TLwT Finance	ED: Institutional Effectiveness and Technology Chief Financial Officer

Standard 12: *The quality assurance system achieves its purpose efficiently and effectively.*

2.13 Recommendation 13: Directorate of Quality Promotion: The CHE panel recommends that the University support the plans and initiatives of the DQP to fulfil its varied and expanding tasks.

Overview: The recommendation emphasises the importance of the Directorate of Quality Promotion's (DQP) role as well as the University's support in ensuring that DQP achieves its purpose efficiently and effectively. The directorate will consult with the HR&T to help facilitate the review of the Directorate's structure with a focus on how to adapt the current portfolios to meet the demands and additional responsibilities resulting from the implementation of the QAF.

Improvement Plan for Recommendation 13:

Action Plan	Timeframe	Resources Needed	Performance Indicator	Responsible Environment	Accountable EMC member
Conduct an analysis of the current portfolios within the DQP, taking into account the growing responsibilities of the directorate and the impact of the implementation of the QAF.	December 2024	Financial and human resources	Review Report	DQP HR&T	ED: Institutional Effectiveness and Technology
Development and approval of the revised organisational structure for DQP	December 2025	Financial resources	Revised DQP Structure		

FOCUS AREA 4: CURRICULUM DEVELOPMENT, LEARNING AND TEACHING SUPPORT THE LIKELIHOOD OF STUDENT SUCCESS

Standard 13: *An effective institutional system for programme design, approval, delivery, management and review is in place.*

2.14 Recommendation 14: Digital and Online learning: The CHE panel recommends that TUT, in consultation with relevant stakeholders, develop a strategic plan and comprehensive development programme in each faculty for digital and online learning that sets guidelines, criteria, quality standards, policies, resource allocations and targets, and ensure that implementation is monitored by the Senate TLC.

Overview: The CHE panel acknowledged the work done by the institution in preparation for emergency remote multimodal teaching, learning, and assessment during the COVID-19 pandemic. In addition, the panel recognised the institution's plan to grow in distance offering, specifically online learning, and urged the institution to sufficiently prepare for this shift. The University already has a Learning and Teaching Strategy that can be strengthened to ensure that information on digital and online learning is clearly articulated.

Improvement Plan for Recommendation 14:

Action Plan	Timeframe	Resources Needed	Performance Indicator	Responsible Environment	Accountable member	EMC
Align Distance Education Policy with Digital Transformation Strategy	March 2025	No resources needed	Revised Distance Education Policy	Curriculum Development and Support (CDS)	DVC: learning and Technology	Teaching and
Align instructional technologies to Universal Design for Learning (UDL) principles	December 2024	Human resources	Report	Faculties (Assistant Deans: Teaching and Learning) CDS SDS		

Revise the Learning and Teaching Strategy	December 2025	Financial and human resource	Approved Learning and Teaching Strategy	CDS	
Provide professional development opportunities that promote <i>Diversity, Equity, and Inclusion (DEI)</i> structures in online module design and delivery.	March 2025	Financial and human resources	report	CDS SDS	
Submit reports to the SCTL for monitoring of the implementation of all the activities purposes	December 2024	No resources needed	Monitoring reports submitted to the SCTL	Faculties (Deanery) CDS	

Standard 14: *There is evidence-based engagement at various institutional levels, among staff, and among staff and students, with:*

- a. curriculum transformation, curriculum reform and renewal;*
- b. learning and teaching innovation; and*
- c. the role of technology (1) in the curriculum, (2) in the world of work, and (3) in society in general.*

2.15 Recommendation 15: Innovation in Teaching: The CHE panel recommends that TUT explore various incentives for innovation in teaching to develop technology-based learning modules and explore new developments, such as simulation, gaming and virtual or augmented reality, and receive appropriate technical support (students should also be involved in such experimentation).

Overview: TUT is committed in innovating TUT's learning and teaching methodologies by integrating advanced technological tools for teaching so that university teachers are capable of competently creating learning opportunities that optimise student participation, fostering engaging, interactive, and effective learning experiences. This will be through the development and implementation of the framework that will be utilised to evaluate the effectiveness of technology-enhanced learning interventions by integrating advanced technological tools for teaching. In addition, the University will facilitate programmes for staff professional learning and upskilling, coordinate applicable institutional policies and guideline documents to support the integration of advanced technologies.

Improvement Plan for Recommendation 15:

Action Plan	Timeframe	Resources Needed	Performance Indicator	Responsible Environment	Accountable member EMC
Develop and implement the framework for evaluating the effectiveness of technology-enhanced learning interventions.	August 2024 – December 2025	Financial, human and information technology resources	Approved framework.	Faculties (Deanery) HEDS	DVC: Teaching, Learning and Technology
Conduct staff professional learning and upskilling programmes	December 2025	Financial and human resources	Reports on staff professional learning and	CDS	

			upskilling programmes		
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2.16 Recommendation 16: Student Ombudsman Services: The CHE panel recommends that TUT provide student ombudsman services on its distant campuses and automate the complaints and appeals process to streamline administration and expedite arbitration in the OSO.

Overview: It should be noted that the services of the Student Ombudsman have always been available to all registered TUT students, with the information provided on the TUT website and during the orientation sessions of first year students. The University has also identified the need to automate the services of the office, which will ensure equitable access to all students regardless of the campus. A key component of this system is the case management module, which will be utilised to automate the student ombudsman process, ensuring timely and effective resolution of student grievances.

Improvement Plan for Recommendation 16:

Action Plan	Timeframe	Resources Needed	Performance Indicator	Responsible Environment	Accountable member	EMC
Implement a Customer Relationship Management (CRM) system.	March 2025	Financial and Information technology resources	Systems Implementation Report	ICT Services DQP	ED: Institutional Effectiveness and Technology	

Standard 16: *Institutions engage with and reflect on the employability of their graduates in a changing world.*

2.17 Recommendation 17: TUT Alumni and Convocation: The CHE panel recommends that the Office of the Registrar improve virtual communication with TUT alumni and organise meetings of the Convocation which facilitate greater participation, and that the relationship among the Convocation, the Advancement and Partnerships Office and the DCE be strengthened to promote graduate employability.

Overview: To effectively address the recommendation, the Office of the Registrar will implement a strategic plan to enhance communication with TUT alumni and strengthen the Convocation meetings to promote greater participation and graduate employability. The office is currently initiating comprehensive efforts to establish meaningful virtual communication channels to facilitate continuous interaction and updates with our alumni. In parallel, we are committed to strengthening collaborative relationships between the Convocation, Advancement and Partnerships Office, and the DCE to bolster graduate employability. Through joint initiatives, we will promote networking opportunities, mentorship programs, and career development activities tailored to our graduates' needs. By aligning our academic offerings with industry demands, we aim to forge meaningful connections between alumni and potential employers.

Improvement Plan for Recommendation 17:

Action Plan	Timeframe	Resources Needed	Performance Indicator	Responsible Environment	Accountable EMC member
Implementation of virtual communication strategies to engage TUT alumni effectively	June 2024 – December 2025	Financial resources	Virtual communication and meetings minutes.	Secretariat and Legal Services Directorate and Council Secretariat	Registrar Director: Advancement and Partnership Office
Arranging a workshop on strengthening the relationship among convocation, Executive Committee of the Convocation and the	June 2025	Financial resources	Workshop report	Council Secretariat	Registrar

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3. CONCLUSION

The finalisation of the quality improvement plan marks a significant milestone for the University, as it establishes the groundwork for implementing the QAF. In the process, we have diligently engaged all affected levels of the institution up to the executive level. Moving forward, we are committed to employing effective evaluation, monitoring, and reporting mechanisms to ensure the realisation of the institution's strategic objective of enabling future-ready graduates. Above all, we remain steadfast in our commitment to uphold the University's motto of constantly progressing from "Good to Great."