



## QUALITY MANUAL

### Qualification and Academic Programme Planning (Q&APP)

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### 1 INTRODUCTION

Support departments, which the Qualification and Academic Programme Planning (Q&APP) Unit is part of, constitute an integral part of the core business of the North-West University, and play a vitally important role in achieving best practice in the planning of qualifications and academic programmes at the NWU. In order to deliver these services, it is essential for Q&APP to continually evaluate its performance and to improve accordingly. In this regard the quality manual plays an important role.

In line with the principles and values of the NWU, Q&APP recognises that the fundamental responsibility for qualifications and programme planning lies with the relevant faculties, campuses, schools, centres, entities and support service departments. The Q&APP office also respects the relative autonomy of NWU academe and all support service departments in the planning and provision of their activities and services.

The purpose of this quality manual is to delineate the context, structures, policies and guidelines, objectives, processes, procedures, activities and responsibilities aimed at planning, renewing existing and developing new formal qualifications and programmes at the NWU.

This quality manual could also serve as a means to ensure quality assurance, and as a general guide for current and new staff members. It furthermore demonstrates the quality of what Q&APP provides for its customers, employees and stakeholders by embedding best practices.

Another important function of this quality manual, which is very often overlooked, is its potential as a marketing tool. It serves to communicate to all our customers, role players, stakeholders, co-process owners and strategic partners, that the Q&APP office is not only a qualification-conscious entity, but that it also knows how to document and communicate its commitment to quality qualifications and programme planning.

The following acronyms and abbreviations are used in this manual:

CE:	Continuous Education
CESM:	Classification of Educational Subject Matter
CHE:	Council on Higher Education
CMS:	Curriculum Management System
CTL:	Centre for Teaching and Learning
DHET:	Department of Higher Education and Training
HEQC:	Higher Education Quality Council
HEQSF:	Higher Education Qualification Sub-Framework
NQF:	National Qualifications Framework
NWU:	North-West University
PQM:	Programme Qualification Mix
QE:	Quality Enhancement

- QA: Quality Assurance
- SAQA: South African Qualifications Authority
- SCA: Short Course Administration
- SCAS: Senate Committee for Academic Standards
- SCLPAS: Senate Committee for Language Planning and Advisory Services
- SCTL: Senate Committee for Teaching and Learning
- UCE: Unit for Continuous Education

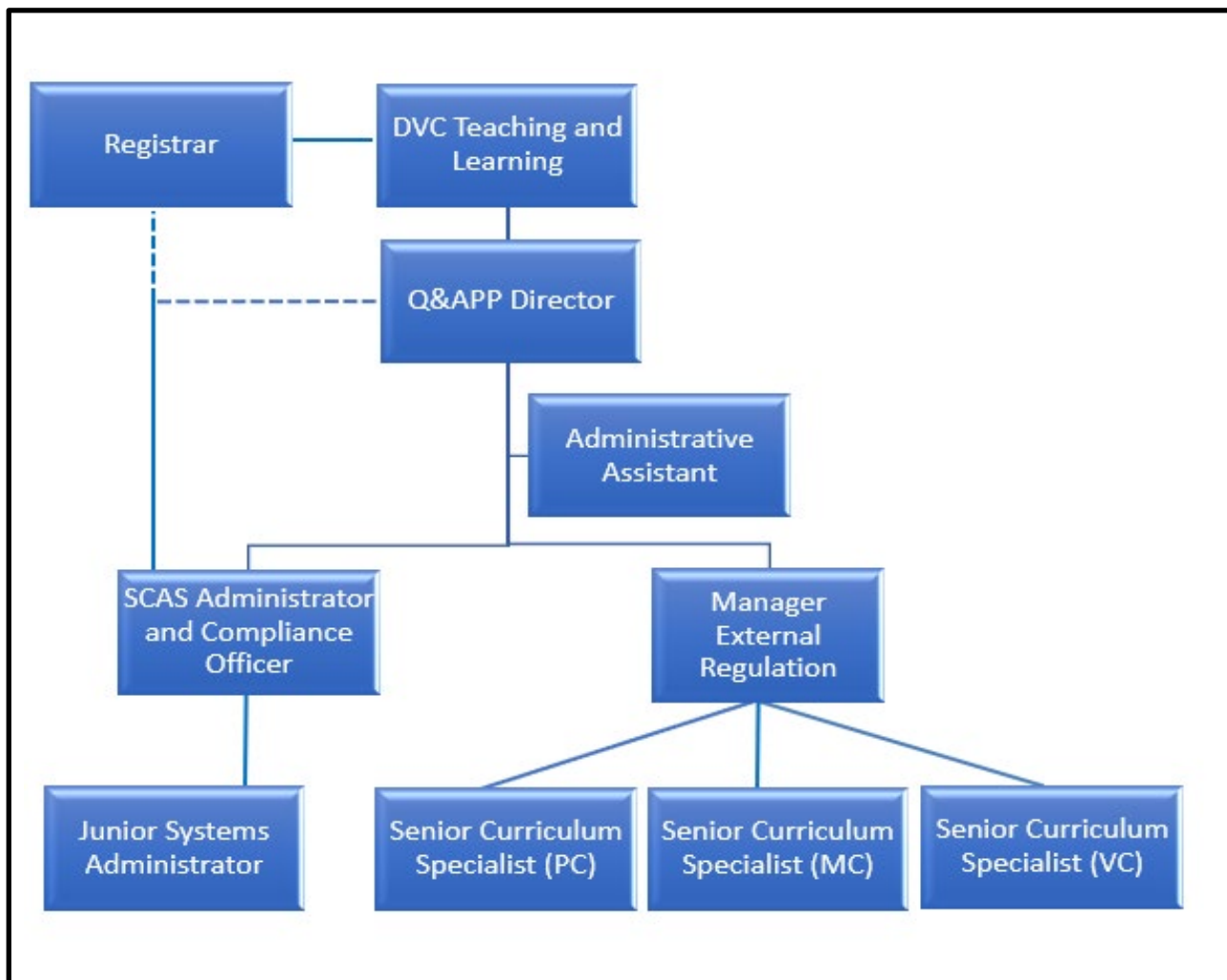
## 2 BACKGROUND

Q&APP is a new support unit in the office of the Deputy Vice-Chancellor: Teaching and Learning that was established after the restructuring of the NWU during 2016/2017. Q&APP supports and guides faculties in the planning, design and development of new qualifications and academic programmes, and the amendment of existing programmes. As such, it provides leadership and support to faculties for the maintenance and development of a high-quality qualification and programme offering in both the contact and distance mode of provision. Its aim is to enhance the responsiveness and relevance of the NWU’s formal offering to an increasing number of undergraduate and postgraduate students, while remaining financially viable.

## 3 POSITIONING AND OPERATING STRUCTURE

The following organogram indicates:

1. The position of the department within the context of the NWU
2. The structure indicating the positions and reporting within the Q&APP.



## 4 COMPLIANCE AND LEGISLATION

For the Q&APP to function optimally, the following government acts, university policies and other council-approved documents of the NWU are relevant and applicable and should therefore be consulted in support of general quality maintenance within Q&APP. These include the following:

### National regulatory documents:

- Classification of Educational Subject Matter (CESM) (Revised 2018)  
[http://www.dhet.gov.za/Management%20and%20Information%20Systems/Classification%20of%20Educational%20Subject%20Matter%20\(CESM\).pdf](http://www.dhet.gov.za/Management%20and%20Information%20Systems/Classification%20of%20Educational%20Subject%20Matter%20(CESM).pdf)
- Council on Higher Education: Higher Education Qualifications Sub-Framework (Revised 2013)  
[www.che.ac.za/media\\_and\\_publications/frameworks-criteria/che-higher-education-qualifications-sub-framework](http://www.che.ac.za/media_and_publications/frameworks-criteria/che-higher-education-qualifications-sub-framework)
- Council on Higher Education: Framework for Programme Accreditation (2004)  
[file:///C:/Users/32080840/Downloads/Programme\\_Accreditation\\_Framework\\_Nov2004\\_2.pdf](file:///C:/Users/32080840/Downloads/Programme_Accreditation_Framework_Nov2004_2.pdf)
- Council on Higher Education: Framework for Programme Accreditation (PowerPoint presentation 2011)  
<https://www.che.ac.za/publications/frameworks/framework-qualification-standards-higher-education-4>
- Council on Higher Education: Criteria for Programme Accreditation (2004)  
[https://www.che.ac.za/media\\_and\\_publications/frameworks-criteria/criteria-programme-accreditation](https://www.che.ac.za/media_and_publications/frameworks-criteria/criteria-programme-accreditation)
- Council on Higher Education: A Framework for Qualification Standards in Higher Education (2013)  
[file:///C:/Users/32080840/Downloads/Framework%20for%20QS%20Approved%20Council%20March%202013\\_0%20\(1\).pdf](file:///C:/Users/32080840/Downloads/Framework%20for%20QS%20Approved%20Council%20March%202013_0%20(1).pdf)
- Council On Higher Education: Framework for the National Review of Programmes (2012)  
<https://www.che.ac.za/publications/frameworks/framework-national-review-programmes>
- Council on Higher Education: Briefly Speaking - Extended Programmes With An Integrated Foundation Phase: Theoretical Considerations For Curriculum Design (2020)  
<https://www.che.ac.za/news-and-announcements/brieflyspeaking-extended-programmes-integrated-foundation-phase-theoretical>
- Council on Higher Education: Good Practice Guide: Distance Higher Education Programmes in a Digital Era (2014)  
<https://firebasestorage.googleapis.com/v0/b/che2020-c5efd.appspot.com/o/website%2Feqc0cembdec1.pdf?alt=media&token=0620dfd-2222-48f4-b440-3b9ea73e9761>
- Council on Higher Education: Quality Assurance Guidelines for Emergency Remote Teaching and Learning and Assessment During the COVID-19 Pandemic in 2020  
<https://firebasestorage.googleapis.com/v0/b/che2020-c5efd.appspot.com/o/website%2Fq0q2svsligf1.pdf?alt=media&token=a9091867-a851-4bc5-a26d-50e95cffa84>
- Council on Higher Education: Remote Teaching and Learning (2020)  
<https://www.che.ac.za/remote-teaching-learning>

### Changes to the accreditation of Programmes (2021)

- Council on Higher Education: The quality Assurance Framework (2021)  
[http://services.nwu.ac.za/sites/services.nwu.ac.za/files/files/Q&APP/Documents/2021\\_QAF\\_HE%20in%20SA\\_CHE\\_Compressed.pdf](http://services.nwu.ac.za/sites/services.nwu.ac.za/files/files/Q&APP/Documents/2021_QAF_HE%20in%20SA_CHE_Compressed.pdf)
- Council on Higher Education: Towards the QAF (PowerPoint presentation 2021)

[file:///C:/Users/32080840/Downloads/PRE\\_New%20Application%20Form\\_Kethamonie%20Naidoo\\_2021.pdf](file:///C:/Users/32080840/Downloads/PRE_New%20Application%20Form_Kethamonie%20Naidoo_2021.pdf)

- Council on Higher Education: New accreditation and registration application form  
[file:///C:/Users/32080840/Downloads/PRE\\_Accreditation%20and%20Registration%20application%20form\\_Robin%20Naude\\_2021.pdf](file:///C:/Users/32080840/Downloads/PRE_Accreditation%20and%20Registration%20application%20form_Robin%20Naude_2021.pdf)
- SAQA: Workshop for the New Application and Registration Form  
[file:///C:/Users/32080840/Downloads/PRE\\_New%20Application%20Form%20Workshops\\_SAQA\\_2021.pdf](file:///C:/Users/32080840/Downloads/PRE_New%20Application%20Form%20Workshops_SAQA_2021.pdf)
- Council on Higher Education: Work-Integrated Learning a Good Practice  
[https://www.che.ac.za/sites/default/files/publications/Higher\\_Education\\_Monitor\\_12.pdf](https://www.che.ac.za/sites/default/files/publications/Higher_Education_Monitor_12.pdf)
- DHET Revised policy on the Minimum Requirements for Teacher Education Qualifications (MRTEQ)  
[http://www.dhet.gov.za/Teacher%20Education/National%20Qualifications%20Framework%20Act%2067\\_2008%20Revised%20Policy%20for%20Teacher%20Education%20Qualifications.pdf](http://www.dhet.gov.za/Teacher%20Education/National%20Qualifications%20Framework%20Act%2067_2008%20Revised%20Policy%20for%20Teacher%20Education%20Qualifications.pdf)
- DHET White Paper for Post-school Education and Training  
<http://www.dhet.gov.za/SiteAssets/Latest%20News/White%20paper%20for%20post-school%20education%20and%20training.pdf>
- Higher Education Amendment Act <http://www.gov.za/documents/higher-education-amendment-act-9-2016-17-jan-2017-0000>
- Higher Education Act: Policy for the provision of distance education  
[https://www.gov.za/sites/default/files/gcis\\_document/201409/37811gon535.pdf](https://www.gov.za/sites/default/files/gcis_document/201409/37811gon535.pdf)
- Higher Education Act 1997 <https://www.up.ac.za/media/shared/409/higher-education-act-1997.zp86770.pdf>
- Level Descriptors for the South African National Qualifications Framework  
[http://www.saqa.org.za/docs/misc/2012/level\\_descriptors.pdf](http://www.saqa.org.za/docs/misc/2012/level_descriptors.pdf)
- National Qualifications Act, 2008 (Act 67 of 2008) <http://www.saqa.org.za/docs/legislation/2010/act67.pdf>
- SAQA: Policy and Criteria for the Registration of Qualifications and Part-qualifications on the National Qualifications Framework, Amended 2020  
<http://www.saqa.org.za/docs/pol/2017/Policy%20and%20Criteria%20for%20the%20Registration%20of%20Qualifications%20and%20Part-qualifications%20on%20the%20National%20Qualifications%20Framework.pdf>
- SAQA: Workshop for the New Application and Registration Form  
[file:///C:/Users/32080840/Downloads/PRE\\_New%20Application%20Form%20Workshops\\_SAQA\\_2021.pdf](file:///C:/Users/32080840/Downloads/PRE_New%20Application%20Form%20Workshops_SAQA_2021.pdf)

#### **NWU regulatory documents:**

- **NWU Annual Performance Plan 2022**  
<https://intranet.nwu.ac.za/sites/intranet.nwu.ac.za/files/files/NWU%202022%20APP.pdf>
- **NWU Admissions Policy**  
[https://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-governance-management/policy/Policies%20-%202020%20Update/7P-7.1\\_Admissions%20Policy\\_e2019.pdf](https://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-governance-management/policy/Policies%20-%202020%20Update/7P-7.1_Admissions%20Policy_e2019.pdf)
- **NWU Declaration on the Decolonisation of University Education**  
[http://news.nwu.ac.za/sites/news.nwu.ac.za/files/files/Robert.Balfour/2018.Report.Decolonisation\\_of\\_University\\_Education\\_Declaration.pdf](http://news.nwu.ac.za/sites/news.nwu.ac.za/files/files/Robert.Balfour/2018.Report.Decolonisation_of_University_Education_Declaration.pdf)
- **Declaration on open educational resources**  
<https://news.nwu.ac.za/sites/news.nwu.ac.za/files/files/Robert.Balfour/2018.OE-Declaration.14March.pdf>
- **NWU General Academic Rules**  
[https://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-governance-management/policy/Policies%20-%202020%20Update/A-Rules/7P\\_A-Rules\\_2020\\_P.pdf](https://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-governance-management/policy/Policies%20-%202020%20Update/A-Rules/7P_A-Rules_2020_P.pdf)

- **NWU Language Policy** [http://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-governance-management/policy/2P-2.5\\_Language\\_e.pdf](http://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-governance-management/policy/2P-2.5_Language_e.pdf)
- **NWU Outcomes Builder** <http://nwu-ob.octoplus.co.za>
- **NWU Strategic Plan 2015-2025**  
<http://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-governance-management/documents/2017.03.08%20Council%20Approved%202017%20Annual%20Perf%20Plan%20and%20Strategic%20Plan.pdf>
- **NWU Teaching and Learning Strategy: 2021-2025**
- <https://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-governance-management/documents/T%26L-Strategy-2021-2025.pdf>
- **NWU Transformation Charter**  
[https://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-governance-management/policy/2Pr-2.7\\_transformation-charter.pdf](https://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-governance-management/policy/2Pr-2.7_transformation-charter.pdf)
- **NWU Policy on Academic Integrity**  
[https://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-governance-management/policy/2021%20Update/2P\\_2.4.3.2/2P\\_2.4.3.2\\_2021\\_e.pdf](https://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-governance-management/policy/2021%20Update/2P_2.4.3.2/2P_2.4.3.2_2021_e.pdf)
- **NWU Teaching, Learning and Assessment Policy**  
[https://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-governance-management/policy/Policies%20-%202020%20Update/8P-8\\_%20TLA%20policy\\_e.pdf](https://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-governance-management/policy/Policies%20-%202020%20Update/8P-8_%20TLA%20policy_e.pdf)
- **NWU Policy on Students Living with Disabilities**  
[https://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-governance-management/policy/2021%20Update/7P\\_7.3.4/7P\\_7.3.4\\_2021\\_e.pdf](https://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-governance-management/policy/2021%20Update/7P_7.3.4/7P_7.3.4_2021_e.pdf)
- **NWU Rules for Teaching, Learning and Assessment**  
[https://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-governance-management/policy/Policies%20-%202020%20Update/2019-02-27%20Senate%20approved%20Rules%20for%20TLA%20for%20web-E\\_1.pdf](https://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-governance-management/policy/Policies%20-%202020%20Update/2019-02-27%20Senate%20approved%20Rules%20for%20TLA%20for%20web-E_1.pdf)
- **NWU Quality Policy** [http://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-governance-management/policy/2P-2.3\\_Quality%20Policy\\_eng.pdf](http://www.nwu.ac.za/sites/www.nwu.ac.za/files/files/i-governance-management/policy/2P-2.3_Quality%20Policy_eng.pdf)

## 5 STRATEGY STATEMENT AND OBJECTIVES

### 5.1 Our dream and purpose

The Q&APP envisions the promotion, development and maintenance of a high-quality qualification, programme in both the contact and distance mode of provision. Its aim is to increase the national responsiveness and global competitiveness of NWU's formal and non-formal offering offered to an increasing number of undergraduate and postgraduate students, while remaining financially viable.

The purpose of the Q&APP is to provide specialist support and advice to faculties in the planning, design and development of new qualifications, programmes and the amendment of existing programmes which will require the continuous review and renewal of the PQM.

### 5.2 Strategy statement

In line with the principles and values of the NWU, Q&APP recognises that the fundamental responsibility for qualifications and programme planning lies with the relevant faculties, campuses, schools, centres, research entities, and supported by the service departments. Q&APP also respects the autonomy of academe in general and all support service departments in the planning and delivery of their activities and services. In order to deliver on its purpose, Q&APP will provide curriculum support and advice to faculties to achieve the kind of PQM the NWU aspires to.

The general strategy statement of Q&APP is that it will:

- provide academics with specialist curriculum advice and guidance;
- provide accurate and timely data and feedback on submissions, demonstrate integrity in relationships and foster a keen focus on the development of relevant qualifications and related programmes;
- streamline and standardise internal processes in support of sound qualifications and programme planning, and improved continuity;
- support and promote NWU's learning-centred approach by developing, facilitating and providing services in terms of qualifications and programmes;
- provide effective support and directives in terms of qualifications and programme development in order to meet specific operational needs;
- provide a vibrant intellectual climate, where undergraduate and postgraduate qualifications and programmes can be supplemented by research programmes that support both undergraduate and postgraduate training.

### **5.3 OBJECTIVES**

#### **A General objective(s):**

In general, the Q&APP:

- undertakes to ensure the quality assurance of all its processes with a view to efficient and effective provisioning of qualifications and programmes across the NWU;
- takes responsibility for the processes, policies and services associated with qualification and programme development; and to report on the quality of qualifications and programmes offered across the NWU;
- maintains that, since this is a public university, only formal qualifications and programmes approved by the Department of Higher Education and Training, accredited by the Council on Higher Education and registered by SAQA may be offered on the PQM. Q&APP will facilitate all these approvals from external authorities after internal approval by Senate;
- appreciates that academics are not necessarily curriculum specialists, and therefore, will collaborate with the CTL to provide curriculum expertise;
- strives to disseminate external authorities' regulations and directives related to qualification and programme planning and design, and aims to ensure that these are communicated to Faculties and implemented at institutional level;
- ensures that yearbook changes are only affected through the Senate Committee for Academic Standards (SCAS) process;

#### **B Specific objectives:**

The Q&APP specifically supports and advises faculties in terms of:

- administration of the SCAS process;
- the planning, design and development of new qualifications;
- applications for additional modes of provision;
- applications for additional major fields of study (CESMs);
- applications for additional delivery sites/campuses;
- new programme(s) to be added to existing qualifications;
- yearbook changes that are dependent on SCAS approval;
- development and implementation of policies and guidelines to support the development of qualifications and programmes;
- fostering an exciting intellectual environment by providing opportunities for more dialogue and engagement;
- creating and sustaining a culture that supports high quality client service across all NWU campuses;



- planning of strategies to enhance opportunities in support of the positioning and relevancy of qualifications and programmes at the NWU;
- monitoring and reporting progress regarding the development, approval and accreditation of qualifications and programmes at the NWU as informed by the DHET, CHE, SAQA and relevant professional bodies;
- collating, analysing and reporting relevant data that produces scheduled PQM audits or emanates from these;
- compiling and submitting regular reports reflecting on qualifications and programme development to relevant committees according to the Annual Performance Plan / Policies of the NWU;
- supporting and assisting with qualification and programme planning across all NWU campuses;
- developing and managing the processes in support of qualification and programme development.

## 6 ROLE PLAYERS AND RESPONSIBILITIES

KEY ROLE PLAYERS	KEY RESPONSIBILITIES
<b>Director</b>	<ul style="list-style-type: none"> <li>• Drive awareness of qualification and programme planning and scholarship of curriculum development at the NWU.</li> <li>• Plan strategies to enhance opportunities for the positioning and relevancy of the Q&amp;APP in accordance with the Statute of the NWU Dream, Purpose, Quality Policy and Annual Performance Plan.</li> <li>• Provide reports, advice (recommendations) and assistance to the following committees: Compliance Committee; SCAS; SCTL; SCLPAS; Sub-committee for Foundation Education Provision; Admissions Requirements Committee; Faculty Teaching and learning Committees; Senate, Senate (EXCO).</li> <li>• Drive the compilation and submission of regular reports to relevant committees according to the Annual Performance Plan.</li> <li>• Co-ordinate and assist with the preparation of the NWU Self-evaluation Report and Portfolio.</li> <li>• Engage with peers in higher education discourse.</li> <li>• Engage with internal, external, national and international stakeholders and strategic partners.</li> <li>• Engage with the scholarship of the academic planning in higher education at national and international level.</li> <li>• Coordinate, monitor and report on all deficiencies emanating from continuous quality assurance activities related to qualification and programme planning.</li> <li>• Identify threats (across all NWU campuses) that may impact on the efficiency and effectiveness of the Q&amp;APP.</li> <li>• Analyse, interpret and structure relevant data for reporting purposes.</li> <li>• Communicate, record, report and manage all areas of risk.</li> <li>• Compile the annual budget for the Q&amp;APP and oversee all financial transactions.</li> <li>• Manage all human resource related activities within the Q&amp;APP.</li> </ul>
<b>Senior Administrative Assistant</b>	<ul style="list-style-type: none"> <li>• Manage and monitor logistical arrangements regarding all administrative issues in the department.</li> </ul>

	<ul style="list-style-type: none"> <li>• Manage and update, according to the Record Management System of the NWU, all records of the Q&amp;APP.</li> <li>• Construct and regularly update relevant databases of templates, reports, status documents, etc.</li> <li>• Compile, submit and annually update all relevant documents on the Q&amp;APP's website and the NWU staff intranet.</li> <li>• Assist with budgeting and control, and monitor and report all financial transactions.</li> <li>• Engage and assist with enquiries of internal and external stakeholders, staff members as well as strategic partners of the NWU.</li> <li>• Manage schedules of director and managers.</li> <li>• Coordinate the compilation and production processes of the Q&amp;APP-generated documents.</li> <li>• Act as personal assistant to the director and managers.</li> </ul>
<b>Manager External Regulation</b>	<ul style="list-style-type: none"> <li>• Initiate, develop, drive, coordinate, manage and update procedures, guidelines and support material to ensure efficiency and effectiveness across the NWU.</li> <li>• Support and assist with national, statutory and non-statutory review processes related to the Q&amp;APP.</li> <li>• Initiate, facilitate, engage and monitor daily operations of the curriculum-related sub-departments of the Q&amp;APP.</li> <li>• Initiate, assist, engage and monitor all sub-departments associated with the Q&amp;APP with documenting all business processes and the evaluation and quality assurance thereof.</li> <li>• Manage, drive and assist with the self-evaluation process of the Q&amp;APP as part of the NWU Quality Management System.</li> <li>• Support and provide guidance for the alignment of processes and procedures across all NWU campuses.</li> <li>• Participate in external evaluations and/or reviews.</li> <li>• Monitor improvement plans and progress reports emanating from all evaluations or reviews in support of quality enhancement.</li> <li>• Develop, manage and monitor all follow-up actions emanating from evaluations/reviews.</li> <li>• Provide data for use in reports to relevant committees according to the Annual Performance Plan.</li> <li>• Oversee the compilation, submission and regular updating of all relevant documents on the Q&amp;APP's website and the NWU staff intranet.</li> <li>• Oversee the constructing and regular updating of relevant databases of evaluations, reviews, reports, improvement plans, follow-up actions, status, etc.</li> <li>• Assist with the compilation and management of the Q&amp;APP's budget.</li> </ul>
<b>Senior Curriculum Specialist</b>	<ul style="list-style-type: none"> <li>• Assist to initiate, develop, drive, manage and update procedures, guidelines and support material to ensure efficiency and effectiveness across the NWU.</li> <li>• Support and assist with national, statutory and non-statutory review processes related to the Q&amp;APP.</li> </ul>

	<ul style="list-style-type: none"> <li>• Support, assist, engage and monitor all sub-departments associated with the Q&amp;APP with documenting all business processes and the evaluation and quality assurance thereof.</li> <li>• Support and provide guidance with the alignment of processes and procedures across all NWU sites of delivery.</li> <li>• Offer support and advice to academic leadership with regard to the preparation of external or internal programme reviews.</li> <li>• Participate in external evaluations and/or reviews.</li> <li>• Monitor improvement plans and progress reports emanating from all evaluations or reviews in support of quality enhancement.</li> <li>• Provide data for use in reports to relevant committees according to the Annual Performance Plan.</li> <li>• Contribute to the compilation, submission and regular updating of all relevant documents on the Q&amp;APP's website and the NWU staff intranet.</li> <li>• Contribute to the constructing and regular updating of relevant databases of evaluations, reviews, reports, improvement plans, follow-up actions, status, etc.</li> <li>• Offer support and advice to designated faculties and their academic leadership in performing external and internal situation analysis to determine the rationale for and purpose of the qualification, the target market, preferred mode of delivery, and planned graduate attributes, as well as available human and other resources to successfully offer the qualification and its planned programmes.</li> <li>• Offer support and advice to academics in developing the internal NWU qualification standard in compliance with the HEQSF and other relevant T&amp;L policy directives.</li> <li>• Support and advise faculty programme teams in the design of the credit structure, the learning components and curriculum composition of the programme(s) of the qualification, monitoring the implementation of national policy requirements for funding purposes, and professional body requirements if applicable.</li> <li>• Support and empower academics, in collaboration with CTL, to perform curriculum and module mapping with a view to align the qualification standard with the intended outcomes and assessment of the composed curriculum.</li> <li>• Offer support and advice to academic leadership on the alignment of the planned qualification and programme(s) with the NWU strategy, success model and market direction.</li> <li>• Offer support and advice to academics with regard to the amending of programmes and modules that require only an internal SCAS application.</li> <li>• Provide content level support (professional) to online system users.</li> <li>• Offer support and advice to academic leadership on completing the necessary application for SCAS submission, consideration and approval.</li> <li>• Advise SCAS with regard to the planning, design and development of the qualifications concerned.</li> <li>• Act as SCAS member to screen and approve the curriculum design of a qualification and its programme(s) as well as</li> </ul>
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	<p>proposed programme and module amendments to existing curriculum structures.</p> <ul style="list-style-type: none"> <li>• Support the Manager: External regulation with regard to external submissions and responses within stated timeframes.</li> </ul>
<b>SCAS Administrator and Compliance Officer</b>	<ul style="list-style-type: none"> <li>• Manage and maintain an electronic and manual records-keeping system/register of all SCAS applications, external body approvals, pending decisions, outstanding matters, faculty and senate decisions.</li> <li>• Support the Registrar on the conclusions of teaching-learning related agreements.</li> <li>• Support the Registrar on the handling of all inquiries regarding but not limited to The Tax Institute, reissuing of certificates, verification of claims and related matters.</li> <li>• Support the Registrar in dealing with enquiries related to verification of formal qualifications and authenticity of qualifications.</li> <li>• Perform duties as a member of the Registrar's Contracts Committee.</li> <li>• Perform duties as member of the NWU Combined Assurance Forum and NWU Compliance Committee.</li> <li>• Provide input on proposed agreements from a compliance perspective.</li> <li>• Provide assistance to owners of prospective agreements with required amendments.</li> <li>• Provide compliance and T&amp;L related assistance to the Legal Office and other parties in cases of disputes, litigation.</li> <li>• Manage the continuous development of the functions in the Octopus Curriculum Management System (CMS)</li> <li>• Manage the Junior Systems Administrator with regard to the CMS.</li> <li>• Manage the implementation of the Tsela System across faculties.</li> </ul>
<b>Junior Systems Administrator</b>	<ul style="list-style-type: none"> <li>• Support the installing and maintaining of Q&amp;APP IT-infrastructure, in collaboration with IT, across all campuses.</li> <li>• Provide basic development and maintenance of information systems related to the functional activities of Q&amp;APP.</li> <li>• Responsible for technical specialism, project management, systems installation or decommissioning, capacity management, configuration management, release and deployment, system software, applications support and data administration.</li> </ul>

## 7 PROCESSES and RECORD MANAGEMENT

### 7.1 Summarising diagram of Q&APP processes

The processes for the application for a new qualification (Process A), the process for yearbook changes that require internal and external approval (Process B) and the process for yearbook changes that require internal approval only (Process C) are unpacked in 7.2 -7.5. The diagrams below provide a consolidated view of the primary processes that are followed by Q&APP.

Process A: Application for a new qualification

Process B: Yearbook changes that require internal and external approval

Process C: Yearbook changes that require internal approval only

## 7.2 Process A: Application for a new qualification

### 7.2.1 Roles and responsibilities in this process

KEY ROLE PLAYERS	KEY RESPONSIBILITIES
<p><b>Faculty, Q&amp;APP and CTL (Curriculum team)</b></p>	<ul style="list-style-type: none"> <li>Identify the need for the development of a new qualification (this includes a new mode of delivery; or more than 50% changes to an existing qualification's structure, total credits, outcomes, and its purpose changes).</li> <li>Arrange a consultation with Q&amp;APP to discuss the curriculum planning and development of the qualification.</li> <li>Complete SCAS Form 1 (situation analysis) to determine the feasibility of the new qualification.</li> <li>Secure Faculty Board approval.</li> <li>Complete SCAS Form 3 – combined external application form for DHET, HEQC and SAQA.</li> <li>Secure Faculty Board approval.</li> <li>Submit completed and Faculty-approved Form 1 and Form 3 to SCAS for approval for further processing.</li> <li>Faculty secures approval from relevant professional bodies in the case of professionally regulated qualifications.</li> <li>Q&amp;APP submits documentation for external approval (DHET for PQM clearance, CHE for accreditation and SAQA for registration).</li> <li>CTL and Faculty liaise to commence with module development.</li> <li>After CHE accreditation, SAQA registration and DHET confirmation of accreditation, Q&amp;APP informs Faculty and arranges for programme activation of the qualification with SAS and inclusion in yearbook.</li> </ul>

### 7.2.2 Detailed process diagram for application for a new qualification

[Please follow this link to the process document.](#)

## 7.3 Process B: Yearbook changes that require internal and external approval

### 7.3.1 Roles and responsibilities in this process

KEY ROLE PLAYERS	KEY RESPONSIBILITIES
<p><b>Faculty, Q&amp;APP and CTL</b></p>	<ul style="list-style-type: none"> <li>Faculty arrange a consultation with Q&amp;APP to determine the extent of the changes and processes to follow. Changes might require only internal approval for yearbook changes, or both internal and external approval.</li> <li>Faculty constitute a curriculum team with representatives from faculty, Q&amp;APP and CTL to discuss what the request (intended change) entails. CTL advise in cases where changes are made to a programme or module(s) that might require the writing of module outcomes and assessment criteria</li> <li>Internal approval is required for changes to existing qualifications or yearbook changes that involve adding or removing a module, electives, codes, credits; changing the sequencing of modules within a programme; changing the module outcomes and/or name; removing an existing or adding a new programme to an existing</li> </ul>

	<p>qualification. Internal approval only is required when not more than 50% changes are made to an existing qualification's structure, total credits, outcomes; whilst its purpose remains unchanged.</p> <ul style="list-style-type: none"> <li>• External approval is required for changes to a qualification that exceeds 50% change to its structure, total credits, outcomes; whilst its purpose remains unchanged. Changes of this magnitude means the development of a new qualification. External approval is also required for a new mode of delivery; additional CESM codes (major fields of study); campus extensions.</li> <li>• Faculty completes SCAS Form 4 for internal approval and/or SCAS Form 2 for external approval.</li> <li>• Faculty requests an APDR 009 report from the SAS office to determine other programmes that will be affected by the proposed change and where other consultation will be required during the process.</li> <li>• At all times Faculty must consult with all campuses.</li> <li>• Obtain Faculty board approval for the proposed changes.</li> <li>• Submit the completed Form 2 to Q&amp;APP for external approval from DHET and/or Form 4 to Q&amp;APP for internal SCAS consideration and approval.</li> <li>• Changes affected on Octoplus, CMS and in yearbook by SAS in collaboration with Q&amp;APP.</li> </ul>
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### 7.3.2 Detailed process diagram for changes to an existing qualification – Yearbook changes

[Please follow this link to the process document.](#)

## 7.4 Process C: Yearbook changes that require internal approval only

### 7.4.1 Roles and Responsibilities in this process

KEY ROLE PLAYERS	KEY RESPONSIBILITIES
<p><b>Faculty, Q&amp;APP and CTL</b></p>	<ul style="list-style-type: none"> <li>• Faculty puts in a request for curriculum development support through to Q&amp;APP. An SCS is assigned to consult with faculty to determine the request (change) and the process to follow.</li> <li>• In this case, the change must only require internal approval and this may include: Programme additions or removals, Extending existing programme(s) to another campus (internal site extension), Module additions or removals, Phase out date of inactive modules, Changes to module sequencing, Module outcomes and assessment criteria changes, Changes to module assessment type.</li> <li>• Faculty constitute a curriculum team with representatives from faculty, Q&amp;APP and CTL to discuss what the request (intended change) entails. CTL advise in cases where changes are made to a programme or module(s) that might require the writing of module outcomes and assessment criteria.</li> <li>• Faculty requests an APDR 009 report from the SAS office to determine other programmes that will be affected by the proposed change and where other consultation will be required during the process.</li> <li>• Faculty complete SCAS Form 4 in consultation with Q&amp;APP and CTL. Q&amp;APP to approve Form 4 to serve at Faculty Board meeting.</li> <li>• At all times Faculty must consult with all campuses.</li> </ul>

	<ul style="list-style-type: none"> <li>• Obtain Faculty board approval for the proposed changes</li> <li>• Q&amp;APP in consultation with Faculty places the SCAS Form 4 with proof of Faculty Board approval on SCAS agenda.</li> <li>• Faculty to obtain SCAS approval and Q&amp;APP to ensure SAS effect the change in the yearbook</li> <li>•</li> </ul>
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#### 7.4.2 Detailed process diagram for changes to an existing qualification – Yearbook changes

[Please follow this link to the process document.](#)

## 8 QUALITY ASSURANCE AND RISK MANAGEMENT

### 8.1 Evaluation<sup>1</sup>

#### 8.1.1 Structured meetings

The efficiency of Q&APP's processes is evaluated (measured) mainly by means of Q&APP and SCAS meetings; and supplemented by turn-around time for external submissions for changes to programme, PQM clearance and accreditation made to DHET, CHE and SAQA and by faculty feedback regarding Q&APP's support to them. Some of the considerations to be considered includes:

- meetings that are quorate.
- finalised and accepted agenda.
- timeous distribution of agenda.
- conducting of the meeting.

#### 8.1.2 Other measures to determine efficiency

- external approval of applications.
- formal and informal feedback from faculties
- Q&APP self-evaluation reports and external reviews as supported by the Quality Enhancement office

### 8.2 Improvement<sup>2</sup>

As part of the improvement plan, Q&APP is making use of the risk management process of the NWU. The Q&APP Risk Committee was established in 2019 and consist of all members in Q&APP. The Committee meets at least 3 times a year and also when any new risk is identified. To ensure that action, improvement, and risk mitigation can be monitored, a risk register is in operation and is updated at every Q&APP Risk Committee meeting.

The risk register clarifies the risks, projects, risk types, time allocations, responsible persons and teams, impacts and threats, action plans, work breakdown structures and projects, due dates and improvement plans.

### 8.3 Record Management

- Refer to the Q&APP file plan structure for recordkeeping on Nextcloud.
- Q&APP fall in range 8 on the NWU File Plan, and we make use of 8.1, (specific 8.1.1). Q&APP does not work with hard copies. Filing is done on Nextcloud and the file plan for archiving purposes is followed.

<sup>1</sup> A University is a complex system of varied but interrelated processes designed to serve a broad array of stakeholders/clients. As higher education increasingly faces challenges like rising costs, diminishing resources, and higher expectations for service excellence and accountability, university leaders around the world are looking for ways to improve, and sometimes transform, their institutions. Opportunities for process improvement abound on both the academic and administrative (support) fronts.

<sup>2</sup> Quality improvement (QI) is a systematic, formal approach to the analysis of practice performance and efforts to improve performance. Realizing improvements within your department works best with a structured approach that enables a team of 3 - 8 people involved in and knowledgeable about the process to focus on a problem and quickly generate solutions. Whatever approach is used, adhering to key principles such as obtaining leadership commitment beforehand, limiting the number

- Meeting minutes are stored electronically on eFundi and Nextcloud under the tabs for meetings by using the following reference sequence, year-month-day (as numerals), followed by the organisation from and to, action, programme name, e.g.: 20190509\_NWU\_DHET\_appl\_PGDiP (CriticalCareNursing).
- E-Mail communication is archived and saved for a period of 6 months on Groupwise after which they are deleted. Emails related to curriculum matters related to qualification, programme, module decisions and recommendations are filed on Nextcloud.
- Decisions made at meetings are documented by means of minutes or notes stored on Nextcloud.

Q&APP also have an Action Plan system that provides a summary of the decisions taken at meetings. The Action Plan contains information about the person responsible to act on a decision as well as a place where feedback can be provided per item. The Action Plan also serves as a standing item at each Q&APP meeting and is an ideal tool to monitor progress. Q&APP does not make use of hard copy documents anymore. The ability to simultaneously work on the same electronic document is not only practical but also saves a lot of time and prevents duplication.

## 8.4 Corrective actions

Q&APP maintains a Risk Register for the identification, mediation and minimising of potential risks. Through an analysis of deviations from defined processes and plans, problematic areas are determined at regular meetings; hence actions for improving efficiency and effectiveness are identified, defined and discussed at the appropriate forums, with the intent to obtain buy-in and consensus on any anticipated and recommended changes.

## 8.5 Preventive actions

Potential risks and problems related to our ability to deliver high-class services and products are determined and actions to avoid the problems are designed and implemented. All support staff members are encouraged to identify such risks and suggest improvements.

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## 9 CONCLUSION

According to the content of this document, it is obvious that the Q&APP has an important role to play in order to help the institution to fulfil its goals, as put forward in the NWU mission statement.

The role that Q&APP plays in terms of achieving best practice in the planning of qualifications and programmes at the NWU, makes it a vital link in the university's value chain and an integral role player in conducting the core business of the North-West University.

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