



Quality Management Directorate

Operational Plan 2021

To institutionalize a smart and transformative quality culture across all facets of the university

Goals	Objectives	Activities	Outcomes	Timeframe	Responsible person
1. To ensure continuous improvement of CPUT's Quality Management Systems	1.1 Development of a QMD 5-year strategic plan and 3-year operational plan in line with V2030				
	a) To develop QMD 5-year strategic plan b) To develop QMD 3-year operational plan	To conduct QMD planning workshops To conduct consultative workshops with all relevant QMD stakeholders	QMD strategic plan & 3-year operational plan	September 2021	Dr S Makaula
	1.2 Development and review of institutional and QMD policies				
	a) To review and align the Institutional Quality Management Systems (IQMS) blueprint with the institutional strategic plan (Vision 2030) and other national level requirements.	To convene an IQMS review working group. To conduct IQMS review workshops. To develop IQMS concept document	Approved IQMS	September 2021	Dr S Makaula
	b) To review QMD policies, procedures and guidelines	To convene a QMD policy working group To review the CPUT Quality Policy	QMD Policy working group convened Quality Assurance Policy reviewed and approved.	September 2021	Ms L Airey
	c) To contribute to the development and review of institutional policies, procedures and guidelines	Participate in all policy development and review activities as per CPUT's Policy on Policy Development. Through participation to align policies with V2030 where applicable.	Register of QMD staff allocation to, and attendance of, policy working groups. Incorporation of V2030 in policies.	December 2021	Ms L Airey

	d) To ensure continuous evaluation of quality management systems and processes	<p>To engage with internal and external partners to aid the evaluation and further development of quality management systems and processes.</p> <p>To facilitate quality improvement meetings, HOD forums and support departments meetings/workshops.</p>	<p>To compile a report and incorporate required QMS improvements into the IQIP.</p> <p>To facilitate 3 quality improvement meetings, 3 HOD forums and 3 support departments' meeting per annum.</p>	December 2021	Dr S Makaula
1.3 Design and integration of quality management systems					
	a) To assess, develop and coordinate institutional and faculty-based quality management systems.	<p>To establish a QMS Task Team</p> <p>To develop QMS Task Team Terms of Reference</p> <p>To develop review criteria aligned to multimodal T&L guidelines, CHE and V2030.</p>	<p>QMS Task Team</p> <p>Terms of Reference</p> <p>Multimodal T&L criteria document</p>	<p>March 2021</p> <p>June 2021</p>	Ms L Airey
	b) Senate committee participation and representation	<p>To represent the institution's quality management function at all assigned Senate and/or management committee meetings.</p> <p>To ensure adherence to institutional policies and advise on quality assurance requirements in the decision making process.</p>	Record of meetings attended	December 2021	Dr S Makaula

	c) Faculty board participation and representation	To attend and participate at all faculty board meetings.	Record of faculty board meetings attended and reports identifying quality considerations submitted	December 2021	To be allocated.
	d) To maintain professional relations with external stakeholders	To hold meetings and/or regularly communicate with various external stakeholders particularly, DHET, CHE, SAQA, professional bodies and industry partners; when necessary.	Record of communication or meetings attended and a report identifying quality considerations submitted	December 2021	Dr S Makaula
2. To conduct departmental and programme quality reviews	2.1 To conduct internal quality reviews				
	a) Planning for internal quality reviews.	To develop and distribute a comprehensive schedule for departmental and programme reviews.	Quality Reviews Schedule	February 2021	Ms R Weideman
	b) To ensure implementation of virtual quality reviews	<ul style="list-style-type: none"> • To develop procedures and guidelines for virtual quality reviews. • To send out review notifications • To conduct virtual briefing sessions • To conduct virtual critical reflection sessions • To facilitate drafting of the departmental Self-evaluation Report (SER) including undergraduate and postgraduate SERs where applicable. 	<p>Procedures and guidelines for virtual quality reviews document.</p> <p>Approved quality review reports</p>	December 2021	Ms R Weideman (Ms G Gila)

		<ul style="list-style-type: none"> To coordinate virtual site visits To ensure submission of quality review reports 			
	c) Training of all quality review panels and participants	<ul style="list-style-type: none"> Training workshop schedule To conduct training workshops 	4 training workshops		
	d) To ensure analysis and reporting on quality reviews	<ul style="list-style-type: none"> To compile quality reviews analysis report 	Analysis reports		
2.2 To conduct external quality reviews					
	a) External quality review liaison, planning and coordination.	<p>To liaise and communicate with external quality agencies</p> <p>To request HODs to communicate requests for external reviews to QMD</p> <p>To facilitate communication between HODs and professional bodies.</p> <p>To ensure external quality reviews are incorporated into the Quality Reviews Schedule and coordinated via QMD</p>	<p>Meetings and evidence of communication with DHET, CHE, SAQA, professional bodies and other quality assurance stakeholders.</p> <p>Number of external quality reviews</p>	December 2021	Dr S Makaula Ms R Weideman
	b) To ensure analysis and reporting on quality reviews	To compile quality reviews analysis report.	Analysis reports		Ms R Weideman

3. Development of, monitoring, evaluation and validation of progress on Quality Improvement Plans (QIPs).	3.1 Development of quality improvement plans				
	a) Planning and coordination of departmental quality improvement plan (DQIP) process	To develop a DQIP schedule To coordinate DQIPs <ul style="list-style-type: none"> • Notification of HODs • Sending out DQIPs to HODs • Validation of DQIPs • Feedback to Deans and HODs • Analysis and development of a DQIP report 	DQIP schedule Evidence of communication with HODs and Deans DQIP reports to Faculty Deans	February 2021 December 2021	Mr L Ndabankulu (Ms E Ansen)
	b) To develop faculty quality improvement plans (FQIPs)	Develop an FQIP together with the Deans of Faculty. Integrate findings from the DQIP reports into an FQIP	FQIP reports to QARM	April 2021 December 2021	Dr S Makaula
	c) To develop an institutional quality improvement plan (IQIP)	Develop IQIP together with the VC and ED: OVC. Integrate findings from the FQIP report into an IQIP report.	IQIP report to QARM	April 2021 December 2021	Dr S Makaula
	d) To finalize development of the Quality Improvement Plan (QIP) Digital system.	Continued interaction with the QIP digital system developers – CPUT Dept. of ICT to finalize the concept. Piloting of QIP Digital Analysis of the pilot report, training and finalisation of QIP Digital	Meetings with CPUT Dept. of ICT developers. QIP Digital pilot report. Training workshops Launch of QIP Digital	June 2021 December 2021	Mr L Ndabankulu

4. To participate in programme design and development	a) To participate in programme development and design activities in collaboration with academic planning.	To contribute in programme development and design workshops or sessions	Record of workshops or sessions	December 2021	Dr S Makaula
	b) Participation in Qualifications Evaluation Committee	To attend and participate in all scheduled QEC meetings	Record of QEC meetings		
5. To ensure quality promotion and enhancement	a) To promote smart and transformative quality culture at CPUT	To develop a quality promotion	Quality promotion plan	February 2021	Ms G Gila
	b) To conduct quality promotion and enhancement activities	To conceptualize and coordinate quality promotion activities in line with the quality promotion plan	4 quality promotion activities accomplished	December 2021	
	c) To promote quality engagements and collaborations	Participate in national and international quality workshops and conferences Establish collaborations with national and international universities and quality agencies.	List of quality workshops and conferences attended and feedback reports compiled. Reports on national and international engagements.	December 2021	

6. To improve student engagement in quality assurance activities	a) To create a platform for active student participation in quality assurance activities.	<p>To develop a student engagement plan</p> <p>To create a platform for undergraduate student engagement in quality assurance activities</p> <p>To encourage continued postgraduate student engagements via Ubuntu Postgraduate Forum</p> <p>To train and capacitate QMD staff to partake in student engagement activities.</p>	<p>QA student engagement plan</p> <p>Record of meetings, workshops and other student engagement activities with UG students.</p> <p>Record of meetings, workshops and other student engagement activities with UPF.</p> <p>Record of all trainings and development activities undertaken by QMD staff.</p>	<p>February 2021</p> <p>December 2021</p>	Ms E Ansen
	b) To ensure monitoring of student engagement in relation to quality of provision.	<p>To conduct student experience surveys</p>	<p>2 student experience surveys completed: UG and PG student survey</p>	<p>December 2021</p>	
	c) To participate in other institutional initiatives on student engagement	<p>To identify institutional initiatives on student engagement</p>	<p>Record of institutional student engagement activities.</p>	<p>December 2021</p>	

7. To conduct research & provide advice on quality management practices and higher education regulatory environment	a) To be conversant with the Higher education regulatory and quality environments <ul style="list-style-type: none"> To study trends in Higher Education To study trends in Quality Management 	To conduct quality management and assurance workshops To present higher education environmental scan at QARM and other relevant forums. To provide commentary on higher education policies, frameworks and other relevant documents.	Two quality workshops as indicated under Goal 5 . 4 higher education environmental scans presented Record of commentaries provided.		Dr S Makaula All staff
	b) To conduct and publish research into higher education quality management practices and processes.	To engage in research into quality management and assurance processes at CPUT.	1 publication		All Staff
	c) Data analytics, monitoring and analysis for quality improvement	Incorporate data analysis arising from QMD activities; and other monitoring & evaluation activities, into high level reporting across the university.	Incorporate quality improvements into IQIP.		Ms L Airey
8. To improve QMD operational efficiency, administration and governance	a) To explore smart quality management systems and technologies	To identify and implement smart quality management systems and technologies	Number of innovative ideas and technologies	December 2021	Dr S Makaula Ms E Stuurman All Staff
	b) To promote staff development & training	Each QMD staff to attend at least 4 professional and personal development activities per annum.	Record of professional and personal development activities attended.		

	<p>c) To improve internal branding & communication.</p> <p>d) To develop and regularly update QMD Risk Register</p> <p>e) To ensure efficient resources management</p>	<p>To develop a branding and communications plan</p> <p>To appoint a risk champion</p> <p>To regularly monitor and report on QMD budget</p>	<p>Branding and communication plan developed and implemented.</p> <p>Risk champion appointed</p> <p>Regular updating of QMD Risk Register</p> <p>Evidence of systems introduced.</p> <p>Monthly and quarterly budget reports.</p>		
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