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## **GLOBAL UNIVERSITY COLLEGE STATUTES**

### **1. THE BACKGROUND, VISION AND MISSION OF THE INSTITUTION**

#### **Background Information**

##### **A. Legal Ownership**

1. Registration as a company and incorporated in Swaziland

##### **B. Legality to operate as training institution**

1. Affiliation with City University of Science and Technology
2. Recognition and Accreditation in Swaziland

##### **C. HISTORICAL BACKGROUND OF THE UNIVERSITY**

The organization started operating in 1995 as Swaziland Technicon Pvt Ltd and trading as Oxford Business Institute. It was mainly concentrating on vocational/professional courses in the commercial field including management, secretarial, marketing, and accounting. It has always taken pride in partnering with reputable external bodies for quality control purposes. Such partners included AAT UK, ACCA UK, ICM UK, CITY&GUILDS UK, and CIC UK. In 2012 the idea of becoming a fully-fledged training institution with the ability to offer a wide range of academic programmes across disciplines such as Education, Health Sciences, Security Sciences, and Computer Sciences was born. The name Global University College was then assumed by the Global University College ownership in consultation with all academic members at the time. In 2014 Global University College modestly began its operations.

##### **D. PHYSICAL SITE**

**Plot number 13&14 Phumula Township, Manzini**

## **E. VISION STATEMENT**

Global University College seeks “international elitism and distinction as a College for quality affordable education”

## **F. MISSION STATEMENT**

On a Mission to provide quality affordable tertiary education and research services to elevate our stakeholders socially and economically.

## **G. AIMS AND OBJECTIVES**

### **Aims of Proposed University:**

- Offer academic programmes of depth, quality and value that meets the needs of Swaziland, SADCC region and the world.
- Provide instruction that is learner-centered and holistic challenging students to utilize all levels of cognition, and to develop physically, socially and ethically.
- Provide an enabling environment for generating, storing and disseminating knowledge for the good of society along Christian values.
- Prepare students to live in an increasingly complex and changing society by helping them develop essential skills, competencies and attitude needed to become lifelong learners.
- To help undergraduate, postgraduate students, junior research staff (postdocs) and alumni of Global University College and others entitled to use us to make well-informed choices about their future working lives and to translate these effectively into appropriate decisions and actions.
- To maintain and develop links with the range of organizations providing appropriate opportunities for graduates, including further study.

### **Objectives of Proposed University:**

- Prepare students to have depth of knowledge in at least one chosen academic area and intellectual breadth in other areas.
- Support scholarship and creative activity that expands knowledge.
- Encourage students to become proactive, creative, independent and bold thinkers.
- Develop and maintain a learner-centered environment focusing academic programmes, policies, and procedures, scheduling and planning on how best to serve the student.
- Provide through research and consultancy, knowledge, skills and services to the community by helping solve the problems faced by society.
- Apply information technology to improve learning processes and in promoting continuous quality improvement to enhance performance in all university activities.
- Foster conviction that education is a life-long process.
- Provide graduates with an education relevant to the cultural, technological, economic and political life of African society.
- Develop in students a deeper understanding of traditional and modern African culture.
- Provide sufficient physical facilities for the proposed university.
- Recruit and retain an adequate number of competent employees to support the needs of the university.
- Recruit and retain students who support the vision, mission, philosophy and aims and objectives of the proposed university.
- Provide adequate library holdings to support the university's academic programmes.
- Develop adequate students' services.
- Provide sufficient equipment and state of the art technology to facilitate the educational objectives of the university.
- Provide an environment which promotes close student-teacher relations.
- Solicit and obtain financial support necessary to achieve the vision, mission, aims and objectives of the proposed university.
- Graduate men and women with the foundation for successful lives and careers.

**Core Values of Proposed University:**

Global University College is committed to:

- Undergraduate education that produces socially-conscious, ethical and well-rounded leaders who are grounded in their subject matter and capable of controlling their own destinies.
- Graduate education that is deeply vested in subject matter knowledge, professional content, research skills and creative activity.
- Public outreach and service that is held in the highest regard and fosters impactful public engagement to enhance the quality of life for the citizens of Swaziland, African nations and the world.
- Campus life that embodies collaboration, collegiality, respect and a culture of inclusivity.
- Showing high levels of integrity, accountability and respect for our clients, colleagues and partners by being open, truthful and honest in all of our business dealings.
- Remaining competitive by continuously innovating the frontiers of education with measurable values to stakeholders.
- Being customer Focussed by going the extra mile individually or as a team in meeting customer needs.
- Maintaining compliance with terms and conditions agreed upon or stipulated as dictates by our examining bodies and trade partners.

### **Strategic Goals of Proposed University.**

- Increase the University's productivity and innovation in research, scholarship and creative activities that impact economic and societal development.
- Enrich our learning and work environment by providing an accepting, inclusive community that attracts and supports a diverse faculty, staff and student body.
- Provide opportunities and resources that facilitate work-life balance and enhance the recruitment and retention of outstanding faculty and staff.
- affiliation with renowned universities globally
- Operating in our own freehold premise designed to suit the University needs.

- compulsory internship/job placements for learners
- embrace of technology for teaching and communication
- offering on-line programmes
- Inviting affiliates to operate satellite campus in Swaziland for degrees and masters.

## 2. INSTITUTIONAL GOVERNANCE & MANAGEMENT

### 1. Establishment of University College

**There is hereby constituted a university college to be known as the Global University College.** The University College shall be a body corporate with perpetual succession and shall be capable of suing and being sued in its corporate name and, it shall be subject to the following set of legal instruments while in operation in Swaziland:

1. The Higher Education Act 2013
2. The Affiliation M.O.U with CUST of 2016

### 2. University Governance

The legal owner(s) of the college, shall bi-annually appoint a College Advisory Board entrusted checking and balancing the quality assurance for the benefit of the college. Members of the advisory board shall be informed of such appointment in writing and if interested shall subsequently accept the appointment in writing.

### 3. University College Governance

In accordance with the statutes of the college, there shall be an Advisory Board in the institution. The board shall be appointed by the owners at their discretion regarding the qualities of each individual member.

### 4. Board Composition

- 1) The board shall be composed of at least 8 individuals. There should be at least four non-executive board members and at least 3 executive board members in any board meeting. The board members shall include the following positions.

- a) **Board Chairperson:** A board chairperson is expected to be a renowned professional or an industry captain with relevant skills regarding training and/or any other fundamental aspects of the institution. This position is reserved for a non-executive board member

- b) **Board Secretary:** This position shall be held by the incumbent Registrar of the institution.
- c) **Legal Advisor:** A registered legal practitioner of at least 5 years' practicing experience in Swaziland, who does not hold any post at the college shall secure this board position.
- d) **The Director of Studies-** the director of studies shall be represent the operations of the institution in the board as the principal head of the college.
- e) **Academic Programmes Director-** This member shall normally be the head of the Academic Committee and is expected to contribute immensely on the board's choices of crafting new programmes and sustaining current ones.
- f) **The college's Bursar or** any such person appointed to advise the institution regarding financing its operations.
- g) One member viewed as a **specialist in Health Sciences.**
- h) One member viewed **from the Education Sector.**
- i) One member regarded **as specialist in public relations.**
- j) Student Representative Leader**
- k) **The Academic Committee Chairperson**

#### **4.1 Appointment of Chair person**

- 1) The board shall elect a chairperson and a vice chairperson from amongst its members to hold office for such period and subject to such terms and conditions as are prescribed in the Statutes.
- 2) The board's chairperson shall not be an internal member who has day to day responsibilities in the college.
- 3) At all meetings of the Board at which the chairperson is not present the Vice-chairperson shall preside.
- 4) If at any meeting of the Board, where the chairperson and vice chairperson are both absent, the members of the Board who are present shall elect a person from amongst themselves to preside at the meeting.

#### **4.3 Length of duration of appointment**

- 1) Members of the board, other than ex-officio members, shall hold office for two years and shall be eligible for re-appointment or re-election, as the case may be.
- 2) Any member of the Board, other than an ex-officio member, may resign from his/her membership at any time by notice in writing addressed to the Registrar.

#### **4.4 Meetings and quorum of Board**

- 1) The Board shall ordinarily meet at least three times a year.
- 2) The Board or Academic Committee may call for an ad hoc board meeting as and when the need arise. In the case of such urgent meeting the party seeking the meeting shall seek audience with the institution's registrar to map out the modalities of such a meetings.
- 3) The notice and agenda of ordinary meetings of the board shall be circulated at two weeks prior to the date of the meeting. It is the board chairperson's sole responsibilities that such agendas and notices are formulated and circulated.
- 4) Members who are committed on a day of the scheduled meeting shall duly inform the chairperson and the secretary as soon as notice of meeting is received or immediately after being aware of the commitment. A member who does not follow this procedure shall be view as ordinarily absent from the scheduled meeting without reason.
- 5) The director of studies has the responsibility of ensuring an appropriate meeting venue is provided and advised ahead of the meeting.
- 6) The records of each meeting must be documented and each meeting must contain actionable recommendations which must identify responsible people and tasked assigned. Such records must be kept well in a secure place within the office of the Registrar.
- 7) For every scheduled meeting there will be a sitting allowance to be determined from time to time by the Global University College ownership as appreciation for the contributions made. This allowance shall include a provision for transportation. Refreshments shall be provided during the course of the meeting. A member who misses a board meeting shall



not receive any sitting allowances. The sitting allowance is only payable to external board members holding no other operational position in the institution.

- 8) Administrative and/or academic members in attendance shall receive a regulated transport allowance only.
- 9) The quorum of the Board shall be 2 thirds of the members holding office at the time of the meeting.
- 10) Decision shall be made based on a simple majority.
- 11) Executive Board Members shall not be eligible to vote

## **5. Functions of the Board**

Subject to the Statutes of the college, the Advisory Board shall have the following functions:

- a) To represent the Global University College with due diligence ensuring all times that the interests of the Global University College well protected through executing strategies which furthers the sustainable existence of the college.
- b) To ensure that the college abides by the instruments which govern the existence and operation of Global University College.
- c) To review the existing statement of Vision, Values, Mission and Goals, and review report on progress in reaching goals.
- d) To prepare and refer to the Global University College any proposed amendment, repeal or replacement of the Statutes.

- e) Cause the college's administration to operate an open and transparent annual 360 degrees performance evaluation for every staff member in the organization regardless of sonority of position.
- f) Advise on a strategic plan for GUC and monitor compliance with the goals and the objectives of the plan.
- g) Invest time in attending meetings and representing the college to potential clientele
- h) To objectively represent Global University College in crucial regulatory meetings such as may be demanded by the Swaziland Higher Education Council.

## **6. Powers of the Board**

The Advisory Board shall have the following powers:

- a) To recommend to the college administration the appropriate actions to be taken after reviewing strategic plans in quarterly meetings.
- b) To receive recommendations from the all sub-committees in the college for the conferment, withdrawal, or restoration of degrees, including honorary degrees and diplomas, certificates and other awards and distinctions of the college;
- c) To recommend the amendment, repeal or replace the Statues of the college;
- d) To delegate its functions to any other committee or officer of the college: Provided that the delegation of any such function shall not prevent the Board from exercising that function;

- e) To do such other acts as it considers to be necessary for the proper administration of the college and the achievement of its objects.
- f) Pass a vote of confidence or no confidence regarding the overall actions or in actions of an appointed person in the position of Director of Studies (Head of the Institution);
- g) To operate as the highest board of appeal regarding aggrieved parties who wish to exercise their right to challenge a decision held by any sub-committee within the organization;

### **7. Disqualification for Appointment Board Member**

The Global University College ownership shall not appoint a person as a member of the Board and no person shall be qualified to hold office as a member of Advisory Board who :

- a) Is not a citizen of Swaziland or does not possess the legal papers to be resident in Swaziland; or
- b) Has in terms of any law in force in any country been adjudged or otherwise declared insolvent or bankrupt and has not been rehabilitated or discharged; or made an assignment to, or arrangement or composition with, his creditors which has not been rescinded or set aside; or
- c) Has, within the period of five years immediately preceding the date of his proposed appointment, been sentenced in any country to a term of imprisonment of or exceeding six months, whether or not any portion has been suspended, imposed without the option of a fine and has not received free pardon.
- d) Board members are not restricted to acting exclusively as GUC board members, as long as the organization they hold a similar position (Board Membership) is not a competitor of GUC. Where a member has decided to accept a similar arrangement from a competitor he/she shall give notice to vacate the GUC membership office with

immediate effect. If the member does not give notice, GUC shall serve the member with a notice of termination of membership, at the earliest convenient time of establishing the member is engaged in a similar capacity at a competing organization.

### **7.1. Advisory Board Conduct**

The Advisory Board is the highest strategic management board in the institution and as such are expected to conduct themselves in highly reputable manner during board meeting and institution representation forums. All public statements issued must be those collectively agreed by the board and should always hold high integrity. This board is held in high repute by the institution and their decisions shall be diligently implemented.

### **8. Vacation of Office by Board Member**

A member shall vacate office and his/her office shall become vacant –

- a) After giving the chairperson such period of notice of his/her intention to resign as may be fixed in his/her conditions of appointment or, if no such period has been fixed, after the expiry of one month or of such other period of notice as he and the college may agree; or
- b) On the date he/she begins to serve a sentence of imprisonment, the term of which is not less than six months, whether or not any portion has been suspended, imposed without the option of a fine in any country; or
- c) If he becomes disqualified in terms of paragraph (a) or (b) of section seven to hold office as member; or
- d) If he is absent without permission of the Board from three consecutive meetings of the Board.

- e) In the case of the chairperson resigning, he or she shall tender such notice of resignation to the Board secretary. The secretary shall immediately call for an urgent board meeting to advise the board of the chairperson's intended resignation. Within the same meeting the vice chairperson shall officially ascend to the position of chairperson and a new vice chairperson shall be appointed.

## **9. University College Administration**

### **Principal Officers of the University College**

Ordinarily the principal officers of the college form the administration of the college and together constitute the administrative team. From here on, this team shall simply be referred to as 'The GUC Administration.'

#### **1. Director of Studies**

- i. The Director of studies shall be appointed by the Global University College ownership and shall hold office for such period as is provided in his contract of employment.
- ii. The Director of Studies shall be the chief academic, administrative and disciplinary officer of the college, with general responsibility for maintaining and promoting the efficiency, effectiveness and good order of the college.
- iii. The Director of Studies' powers as such grant him/her the right to:
  - a) Suspend from duty any member of staff of the University; prohibit the admission of a student or any person to the college provided due procedure is followed;
  - b) Prohibit any student or group of students or person or group of persons from entering or remaining on such part or parts of the college campus as s/he may specify;

- c) Expel or suspend, indefinitely or for such period as s/he may specify, any student or group of students.
  - d) Dissolve or suspend, indefinitely or for such a period as he may specify, the Students' Union or any of its committees or organs, or prohibit or suspend, indefinitely or for such period as he may specify, any activity or function of the Students' Union or any of its committees or organs;
  - e) Impose any other penalty or give any other order in respect of (i) A member of staff, as recommended by the Staff Disciplinary Committee. (ii) A student, as recommended by the Student Disciplinary Committee.
  - f) The Director of Studies shall not expel a student for misconduct unless the student has been found guilty of misconduct by the Student Disciplinary Committee.
  - g) Any sanction taken by the Director of Studies in terms there provisions herein given shall be subject to ratification by the Advisory Board normally after either an appeal is logged or report is submitted.
- iv. The director of Studies position shall be held by a person of extensive experience in the training industry with not less than ten (10) years' experience in a relevant field. As long as the college is offering undergraduate qualification such a position should normally be held by a holder of at least Master's Degree in either Finance or Business Administration or equivalent. If the college has gathered enough capacity to offer other higher post graduate qualifications such as Masters, and Doctorates, the incumbent must be a holder of a Phd Degree in any relevant field.

## **2. Registrar**

- i. There shall be a Registrar of the University college who shall be appointed by the Director of studies in the manner provided in the Statutes.
- ii. Subject to the directions of the Director of studies, the Registrar shall be responsible for the general administration of the college, and shall perform such other functions as may be specified in the Statutes.
- iii. The Registrar, or a member of his staff whom s/he may authorize to act for him/her, shall be secretary of the Advisory Board and/or any other principal committees of the institution.
- iv. The position of the Registrar shall be held by an individual possessing no less than five (5) years' experience in the training industry. The registrar is expected to have advanced strategic management skills and appropriate interpersonal skills to flexibly deal with lower offices such as student bodies and higher offices such as the committees of the college. The registrar shall be a holder of a relevant Honors degree in Management or an equivalent qualification. As the college grows to offer post graduate qualifications, the office of the registrar shall be held by a person in possession of at least a Master in Business Administration or equivalent.

## **3. Bursar**

- i. There shall be a Bursar of the college who shall be appointed by the Director of studies, in the manner provided in the Statutes.
- ii. Subject to the Director of studies, the Bursar shall act as the accountant of the college and shall be responsible for the safeguarding of its funds and for authorizing its investments and expenditure.
- iii. The Bursar shall perform such additional functions as may be specified in the Statutes.
- iv. The bursar shall possess at least five years' experience in the accounting field and be a holder of at least a degree in Accountancy or an equivalent professional qualification.

## **4. Librarian**

- i. There shall be a Librarian of the college who shall be appointed by the Director of studies in the manner provided in the Statutes.
- ii. Subject to the directions of Registrar, the Librarian shall be responsible for the administration and safeguarding of the libraries of the college.
- iii. The librarian, shall be a holder of at least an advanced diploma in library science or equivalent. At least two years' experience will be desirable for an appointee of the Librarian position.

#### **5. Marketing and Public Relations Officer**

- i. There shall be a Marketing and PR officer of the college who shall be appointed by the Director of studies in the manner provided in the Statutes.
- ii. The Marketing/Pr officer's primary role shall be responsible for driving the traffic in the college. As such he/she shall work vigorously to attract students through engaging both schools and the general public concerning GUC's qualifications.
- iii. The officer shall also responsible of spearheading the various publicity and marketing campaigns.
- iv. As part of his/her PR roles, the officer must scan the environment in search of negative reports about the institution which must be brought to the attention of administration and/or senior management for action.
- v. In the absence of the registrar, the Marketing and PR officer shall deputize as the secretary of the board.
- vi. The marketing officer shall be present in all board meeting as the minute taker of the meetings.
- vii. The Marketing/PR shall be a holder of a relevant diploma or Degree suitable to pursue the roles given.

#### **9. 1 Academic Affairs Administration**

There shall be Academic Committee which shall consist of the following members appointed by the Director of Studies in line with statutes:

- i. Academic Programmes Director (Who shall be the chairperson of this committee)



- ii. The Registrar (who is the secretary of the committee but shall be deputize as chairperson)
- iii. The Bursar
- iv. The Librarian
- v. All Heads of Departments/Schools
- vi. The Director of Studies who shall be an ex-officio member of this committee

### **9.1.2 Functions of the Academic Committee**

Subject to the Statutes of the college, the academic committee shall have the following functions:

- a) Take charge of all the process of designing the new curriculums and updating and reviewing current ones.
- b) Research the major aspects in the Economic environment of Swaziland so as to inform relevant programmes' design.
- c) Deliberate on all principal academic process including curriculum implementations and review, continuous assessment procedures, examination procedures as may be necessary
- d) Inform GUC, administration on all issues affecting academics in the institution.
- e) Recommend to the administrative team and/or Advisory Board, which programmes must be retained and which ones must be discarded.

## **10. Interpretation of Terms**

**In the university college statutes the following terms shall be interpreted as follows:**

**“Academic staff”** means all persons employed, whether full-time or part-time, by the University college as- Professors, lecturers of any class, or persons engaged in research.

**“Administrative staff”** means all persons employed by the college who are categorized in terms of the Statutes as members of the administrative staff;

**“Advisory Board”** means a Board established by the Global University College ownership on an appointment basis to direct the activities of the college. It shall also be generally referred to as “The Board” throughout the statutes.

**“Bursar”**, means the person holding office as Bursar with primary responsibilities of billing students and ensuring payments are collected on time.

**“Chairperson of Department”** means a person appointed in terms of the Statutes to be chairperson of a Teaching Department or head of any Centre controlled by the college;

**“Director of Studies”** means a person chosen by college in accordance with the statutes to lead the operations of the institution.

**“Employees”** means all persons employed by the college who are categorized in terms of the statutes as employees;

**“Executive Board Member”** means any person who is part of the advisory board but participates in the organization in any capacity on an on-going basis either as an employee or as a student.

**“Librarian”** means the person holding office as Librarian of the college in terms of section 9.4.

**“Non-academic staff”** means all persons employed by the college who are not members of the academic staff;

**“Non-Executive Board Member”** refers to any person appointed to be a member of the advisory member who does not participate in the organization on an ongoing basis either as an employee or a student.

**“Professor”** means a professor of the University;

**“Registrar”** means the person holding office as Registrar of the college in terms of the statutes, usually the senior administrator bar the Director of Studies.

**“Regulations”** means regulations made and passed by the academic schools and their respective departments

**“School”** means a faculty of the college established in terms of the Statutes;

**“School Board”** means a faculty board established in terms of the Statutes;

**“Statutes”** means the Decrees of the college set out in the Schedule as amended from time to time or replaced in two legal instruments governing the operations of the college.

**“Students’ Union”** means any association of students recognized by the institution as the Student

Union;

**“Technical staff”** means all persons employed by the college who are categorized in terms of the Statutes as members of the technical staff;

**“University College”** means the Global University College constituted in terms of this legal instruments guiding this college.

## **11. Objects and powers of the University College**

In line with the affiliation agreements which mandates the training of specific programmes in the institution, the university college shall have the following objects:

- a) To provide for courses of instruction, whether on a full-time or part-time basis by correspondence or extra-murally, and to take such other steps as may appear necessary and desirable for the advancement and dissemination of knowledge.
- b) To facilitate the holding examinations and to confer degrees, including honorary degrees, diplomas, certificates and other awards, upon persons who have followed a course or courses of study approved by the affiliation terms and additionally, or alternatively, have satisfied such other requirements as may be determined by the affiliation terms with the parent university.

- c) To provide courses not leading to degrees, diplomas or certificates, including training for persons wishing to enter the University as well as vocational qualification based on skills training for people without the normal academic entry requirement.
- d) To provide opportunities for staff and students and such other persons as the University may approve to engage in productive activity in the field of science education and any field in which the college may from time to time be engaged.
- e) To promote research into economic, political, social, cultural, scientific and other matters generally and with particular reference to the interests of Swaziland;
- f) To institute and award scholarships, bursaries, prize medals, exhibitions, and other distinctions, awards and forms of assistance consistent with its objects. In the case of bursaries, these shall be subject to availability of resources and sponsorship and are therefore neither an obligation nor a right for the students.
- g) To erect, equip and maintain laboratories, offices, lecture halls, libraries and other buildings and structures required for the promotion of its objects.
- h) To enter into such contracts and to establish such trusts and to appoint such staff as the college may require.
- i) To provide and maintain recreational facilities for officers, staff, students and employees;
- j) To demand and receive such fees as may from time to time be prescribed by or in terms of the Statutes.
- k) To acquire any property, movable or immovable, and to take, accept and hold any property which may become vested in it by way of purchase, exchange, grant, donation, lease, testamentary disposition or otherwise.

- l) To sell, mortgage, let or hire, exchange, donate or otherwise dispose of any property held by it.
- m) To invest in land or securities such funds as may be vested in it for the purpose of endowment, whether for general or specific purposes, or such other funds as may not be immediately required for current expenditure.
- n) To borrow money for any purpose which the college thinks fit.
- o) To lend money in the form of short-term loans to its staff on terms and conditions approved by the administration. Loans are neither an obligation for the college nor a right for the lecturers and are applied for on a need basis and are subject to availability of funds.
- p) To do all such acts and things, whether or not incidental to the powers specified in this subsection and whether inside or outside Swaziland, as may be requisite in order to further its objects or any of them.

## **12. Appointment and grading of staff**

- 1) Every appointment to the academic staff shall be made by an Academic Appointments Board consisting of :
  - a) The Director of Studies or his nominee, who shall be chairperson; and
  - b) One member appointed by the Board from amongst those of its members who are not members of staff of the college; and
  - c) The Head of the Department to which the appointment is made; and
  - d) The Registrar
- 2) Subject to the Statutes, the Advisory Board shall appoint boards of selection for the purpose of appointing members of staff other than the Director of Studies, the Registrar, the Bursar, the Librarian and senior academic staff.

- 3) The Advisory Board shall appoint a grading committee for the purpose of determining all matters relating to grades and points of entry upon salary scales by members of staff of the college.

### **13. Promotion of Staff**

- 1) Every promotion of a person to a post or grade within the academic staff shall be effected by an Academic Staff Promotions Committee consisting of :
  - a) The Director of Studies or his nominee, who shall be chairperson; and
  - b) The Registrar
  - c) All Heads of Schools
  - d) A Head of Department from whether the individual is being promoted
  - e) Marketing Officer
- 2) Every Promotion of a person to a post or grade within the non-academic staff shall be effected by a Non-Academic Staff Promotions Committee appointed by the Advisory Board consisting of:
  - a) The Director of studies who shall be chairman; and
  - b) The Registrar; and
  - c) The Bursar; and
  - d) The Librarian; and
  - e) The head of depart from the area where the person is being promoted to.

### **14. Staff Disciplinary Committee**

- 1) There shall be a Staff Disciplinary Committee which shall consist of the following members appointed by the Director of Studies
  - a) An External Lawyer or retired Judge who shall be chairman; and
  - b) A senior member of the academic or administrative staff; and
  - c) A member of the academic, administrative or technical staff of similar status to the person charged;
  - d) A registered legal practitioner of at least 5 years' standing who does not hold any post at the college and who is nominated annually by the Board of Advisors and;
  - e) One member who shall belong to the same department or faculty to which the person charged belongs.

- 2) Three members of the Staff Disciplinary Committee shall form a quorum.
- 3) All matters to be decided at any meeting of the Staff Disciplinary Committee shall be decided by a simple majority and, in the event of an equality of votes, the chairman or person presiding shall have a casting vote.
- 4) The functions of the Staff Disciplinary Committee shall be to investigate any of a Statute, regulation or ordinance or other misconduct on the part any member of the staff of the college and recommend to the Director of Studies the punishment to be imposed on or order to be made in respect of the member if it finds him/her guilty of such misconduct.
- 5) To initiate the proceeding the college's legal representative or any such person appointed by the college shall indict the case and present the college's arguments concerning the indiscipline.
- 6) A person charged with misconduct in question shall have a right of audience and to be legally represented before the Staff Disciplinary Committee.
- 7) Where the Staff Disciplinary Committee has found a person guilty of misconduct the Committee shall recommend to the Director of Studies any one or more of the following-
  - a) That the person's employment be terminated;
  - b) That the person pays to the college a fine;
  - c) That the person be demoted;
  - d) That the person be censured or reprimanded;
  - e) Such other penalty or orders as may be provided for by or in terms of the Statutes.
  - f) The Committee does not have the power to execute, its powers end with the recommendation of a decision to the head of the institution.

### **15. Student Disciplinary Committee**

- 1) There shall be a Student Disciplinary Committee which shall consist of the following members appointed by the Director of Studies:

- a) A Senior Proctor usually from outside the organisation, who shall be chairperson; and
  - b) 2 members of the academic staff; and
  - c) The registrar
  - d) Two students nominated by the Students' Representative Council; and
  - e) A registered legal practitioner of at least 5 years' standing who does not hold any post at the university, and who is nominated annually by the Council.
- 2) 4 members of the Student Disciplinary Committee shall form a quorum.
- 3) All matters to be decided at any meeting of the Student Disciplinary Committee shall be decided by a simple majority and, in the event of an equality of votes, the chairman or person presiding shall vote only if the members are equally divided on the matter.
- 4) The functions of the Student Disciplinary Committee shall be to investigate any breach of a statute, regulation or ordinance or other misconduct on the part of any student, to recommend to the Director of Studies the punishment to be imposed on the student if it finds him guilty of such misconduct.
- 5) To initiate the proceeding the college's legal representative or any such person appointed by the college shall indict the case and present the college's arguments concerning the student indiscipline.
- 6) A student charged with misconduct referred to in preceding subsections shall have a right of audience and to be legally represented before the Student Disciplinary committee.
- 7) Where the Student Disciplinary Committee has found a student guilty of misconduct referred to in subsection (15. 4), the Committee shall recommend to the Director of Studies the imposition upon the student of any one or more of the following punishments –
- a) Expulsion or suspension from the college;
  - b) The withdrawal of any academic or University privilege, benefit, right or facility other than to follow courses of instruction and present himself for examination



- c) the imposition of a fine not exceeding level four, which fine may be deducted from any allowances payable to the student and shall be paid to the college;
- d) A censure or reprimand;
- e) Such other penalty as may be provided for by or in terms of the Statutes.

**16. Engagement with parties for Resolution of Students Academic Issues and General affairs:**

1. Students are an important stakeholder of the college and the college administration is compelled to resolve academic challenges of learners with priority.
2. The college uses the class representative system for rapid engagement of students and to avoid the matter of academic urgency degenerating into serious issues which may disrupt the learning activities and objectives of the students.
3. All academic issues shall be addressed at department level before they are escalated to college management level.
4. H.O.Ds are expected to resolve the matter raised by students efficiently or escalate it to management through the office of the Registrar.
5. The Registrar shall receive the complaint or issues at hand which normally must be presented in writing in order to have the basis of proof that tangible matter exists.
6. Upon receiving written confirmation of the issue at hand, the Registrar shall gather evidence to prove or disprove the concerns of the students.
7. After gathering the evidence and within a reasonable time of the issue being reported, the Registrar shall engage the parties involved by means of dialogue to establish the views of all the concerned parties.
8. Bigger or complicated issues may require the Registrar to gather the Academic Committee or the Management Committee or specific members of the administration such as the Bursar, Student Affairs Office, Principal or Director to be in attendance.

9. Concerned parties including students, lecturers, staff members must be advised of the invitation to the meeting as well as the nature of the meeting.
10. In such meetings a class representative, the whole class or a chosen member of the SRC who is appraised in the matter can represent the students.
11. The conflict resolution meeting is an internal procedure to find common ground through active dialogue and shall be held at the college with no external parties allowed to be part of the proceedings.
12. The meetings to resolve the matters raised must be interactive allowing all parties express their views and respond to raised issues.
13. The interactive problem resolution procedure shall be fully recorded through the taking of minutes. The minutes of the meeting shall be shared with both parties within five working days of the meeting.
14. The minutes will form the basis of an official written record of the agreed resolutions and positions binding parties.
15. The minutes of such discussions can be used as the basis of further actions including disciplinary hearings of any party (Student or Staff) who is found to have broken the statutes of the college.
16. In any case where the Registrar is at the center of the dispute or is a respondent to a matter raised by the students, or has a conflicted interest, the arrangement and supervision of the conflict resolution meeting shall be transferred to the next available higher office of authority such as the Principal or the Director.
17. The conflict resolution procedure remains a dialogue based internal procedure which will remain under the direction of the college's management.
18. The agreed resolutions of the meeting are binding. Parties are expected to religiously keep their end of the bargain regarding the resolved conflict and all parties should work in good faith and avoid unnecessary disruptions of learning activities.
19. A failure to adhere to the resolved issue with subject a party (Student or Staff) to the college's disciplinary system.

## **17. Roles and Responsibilities of the Student Representative Committee**

At GUC the student body is recognized as an important party. Due to the fact that the students have various interests they shall be at liberty to select their own representatives on an annual basis. As per the statute of this college the SRC shall have the following ten (10) primary roles and responsibilities:

1. To foster and promote the academic interest of students through various activities which are not contrary to the statutes and general regulations of the college.
2. To bring to the attention of management any critical issues affecting students.
3. To propose possible practical solutions to some of the common and special challenges of students.
4. To effectively communicate to the students any resolutions the SRC has received, shared or discussed with the administration.
5. To promote a good image of the college through the student body and external parties.
6. To organize events and activities which promote student affairs as long as these activities are authorized and do not go against the specific and general rules of the college.
7. To promote the policies of the college among the student body and ensure that these are not misunderstood or misinterpreted.
8. To suggest possible ways to improve the teaching and learning experience at GUC.
9. To expand their network and engage stakeholders to solicit funding for less fortunate members of their choice within the student body.
10. To report any identified acts of vandalism, hate speech, assault, drug abuse etc which are carried out by parties at campus. This role applies to off campus activities where official college activities such as sports.

## **18 The SRC shall have no jurisdiction on the following issues:**

1. The structure and format of fees payable by any learner of the college.
2. The structure and format of programmes offered by the college.
3. The structure, content and associated Examination issues.
4. The hiring of staff members at college
5. The financial management of resources of the college.
6. The disciplining of fellow students or staff.

7. The enrolment of students into any course or programme of the college.

## **19 Dissolution of the SRC**

1. Under normal circumstances the SRC shall be automatically dissolved after the completion of one academic year comprising of two consecutive semesters in power as per the official constitution of the SRC.
2. Students shall mobilise themselves through the college's Students Affairs Office to elect a new SRC in the next academic year. Elections should normally take place within the first 120 days of the semester commencing.
3. An elected SRC shall not hang on to power beyond the expiry of their term of office and shall be forced to step down by the administration if this happens.
4. The SRC is an important part of the college and its presence is recognised by the college. An SRC which does not serve to uphold the interests and objectives of the college will be brought to account for their action through the relevant disciplinary provisions.
5. The college has the authority to dissolve without notice an SRC which violates the fundamental objectives and operations of the college as established by college statutes. Some of the circumstances which can lead the SRC to be dissolved with or without notice include but are not limited to:
  - a. An SRC that calls for illegal boycotting of teaching and learning activities of the college;
  - b. An SRC that promotes active disobedience of binding college statutes among student body;
  - c. An SRC that refuses to engage in conflict resolution dialogue meetings with the college administration;
  - d. An SRC which glorifies the promotion of hate speech and gratuitous violence amongst itself and the student body;
  - e. An SRC that promotes violence and vandalism of property as a means to get attention;
  - f. An SRC that makes unreasonable demands which interfere with and are contrary to the approved college statutes.

- g. An SRC that has become unruly and operating as an independent body that is not answerable to the college administration.
- h. An SRC that oversteps in power beyond their regulated term of office.

Once an SRC is dissolved by means of the GUC Administration, all members of the dissolved SRC will lose the right to run for any office within the SRC for their entire duration of their stay at the college.

### **20Post SRC Dissolution Activities**

1. Once the SRC has been dissolved, a new SRC should be elected into office by the student body within 30 Calendar days of the dissolution.
2. Where an SRC has been dissolved under acrimonious circumstances, the Student Affairs Officer shall be responsible for overseeing the electoral activities to ensure a new SRC chosen by the student body is established.
3. The Student Affairs Officer shall ensure that the new SRC has all documentation necessary to run their office including the college statutes and the SRC constitution.
4. Any former SRC member who continues to mislead students regarding the position of the college will be due for disciplinary procedures as per the college statutes.
5. The disciplinary measures of a former SRC member who continues to mislead and misdirect students shall range from general warnings to expulsion regarding on the seriousness of the offense as described in the Student Code of Contact.

## **3. INTERNAL QUALITY ASSURANCE SYSTEM**

### **INTERNAL QUALITY ASSURANCE POLICY (IQAP) FRAMEWORK**

#### **Introduction**

Global University College (GUC) is committed in providing and maintaining high quality tertiary education services to its students. Its strategic plan on quality assurance is hinged on

formulating and adopting world standard teaching practices, listening to students learning experiences and aligning with dynamic industry requirements and expectations.

GUC, as an institution conscious on quality and continuous improvement, developed its Internal Quality Assurance Policy (IQAP) to guide its members' contact and to measure and review its performance.

## **THE BASIS OF IQAP**

To ensure collective adherence to quality codes, GUC has predicated its IQAP on global consultation of all its stakeholders, both internal and external. The institution, it being a centre of learning for Swazi and international students, has never been guided by its convictions only in paving its direction on quality assurance, but also national regulatory body regulations and international governance standards on running effective higher education institutions.

## **GLOBAL UNIVERSITY COLLEGE QUALITY ASSURANCE MISSION**

*To install confidence in the public pertaining the integrity of Global University College academic and professional awards through effective management of all operations and activities that impact quality levels.*

## **OBJECTIVES OF IQAP**

The scope of the IQAP aims to continuously evaluate, monitor, promote and improve the quality of the programmes and courses offered by the institution as by guided by its vision and mission. The objectives of this IQAP are therefore:

1. To ensure that policies and procedures are adhered to.
2. To ensure that policies and procedures remain up-to-date and in line with global trends.

3. To quickly detect deviation of operations from expectations on time and take corrective action.
4. To evaluate the extent to which set procedures are achieving the desired performance standards.
5. To continuously evaluate the relevance of curriculum to intended learning outcomes and take corrective actions where necessary.
6. To ensure that timely remedial action is taken on any shortcomings in the system in order to keep the institution in line with global demands from institutions of higher learning.
7. To harmonise all sectional policies and procedures to achieve global benefits for GUC.
8. To subject the institution to systems allegiance than personalities to ensure smooth continuity and succession.

### **GLOBAL INTERNAL CODES OF PRACTICES**

Global divided its quality control areas into eleven codes of practices which are to be used as benchmarks and guidelines for quality assurance and policy implementation. The codes of practices are therein categorised as follows:

1. College Governance
2. Quality Assurance
3. Course Design, Approval, Monitoring and Review
4. Institutional Facilities and Infrastructure
5. Staffing
6. Admissions
7. Learning and Teaching Assessment
8. Student Affairs
9. Finance and Administration
10. Research Activities
11. Management Information Systems and Statistical Information

### **QUALITY ASSURANCE FRAMEWORK**

The quality assurance function of GUC is structured as follows:

### **Responsibility**

The overall responsibility of Quality Assurance for GUC lies with the Academic Committee. Each code of practice is given a responsible person who is accountable to the Academic Committee.

### **Quality Controls Formulation**

An officer assigned responsibility over a code of practice is responsible for controls formulation in that area and assisted by any member as might be required. Formulation is done based on institutional, national and international guidelines adopted by the institution. Qualified and capable persons are appointed to formulate policies.

### **Adoption and Approval**

All codes of practices are presented to the Academic Committee, debated, amended and approved by a quorum. Thereafter, procedures are passed to the Administration for approval. Thereafter the practice becomes enforceable.

### **Implementation**

Quality procedures are, after their adoption, clearly communicated to all members to guide them and their conduct.

### **Monitoring and Control**

Departmental leaders are required to adhere to quality procedures and their performance measured against performance at pre-determined time intervals. Early detectors of deviations from the norm must be put in place for each quality control section.

### **Quality Review**

Periodically, quality review exercises must be carried out to measure if existing quality control systems are achieving intended learning objectives. Reviews are based on information assembled and reports compiled. Any shortcomings are noted, recommendations made and tabled in the



Academic Committee meeting for adoption. Review can also be done to align the quality controls with changing regulatory requirement and international guidelines. Review meetings must be contacted at regular periods.

**Resources**

The quality assurance function, its sections and subsections must be provided with enough requisite resources, be it financial, human or material, to carry out its mandate without compromising on quality.

**External Evaluation**

Expertise evaluation of the quality control systems is done at prescribed intervals by external evaluators for second opinion. The external evaluators shall normally be the non-executive members of the Advisory Board. Recommendations for improvement are to be considered by the Academic Committee after receiving the external report.

**GUC Application of Rules**

The quality control procedures apply equally to every member of the institution. No sacred cows.

**Breach of Control Systems**

Measures are in place to deal with any situation of systems breach. All members concerned are educated about the importance of compliance with internal controls and the consequences for negligent violation thereof.

**KEY QUALITY ASSURANCE DELIVERABLES AT GUC**

<b>Key Deliverables</b>	<b>Desired Standards</b>	<b>Key Performance Indicator Or Measurable Outcome</b>
<b>Lecturing</b>	<b>Adequate Lecturing Resources</b>	a) Each lecture room shall have a white board. b) Each learning venue shall be

		<p>adequately furnished to accommodate optimum student numbers.</p> <p>c) Each Programme Discipline requiring resources such computer laboratory, Science Laboratory shall be well catered for.</p>
	<b>Quality Lecturing</b>	<p>a) Each Lecture shall devote a minimum of 60% of their overall lesson to teaching.</p> <p>b) The lecture to student ration of 1:35 shall be observed.</p> <p>c) Each Lecturer shall not teach more than four courses per semester.</p> <p>d) A lecturer for a diploma qualification shall have a minimum of an Honours Degree in a Relevant Field. A lecturer of Degree qualifications, should have a minimum of a Master's degree in a relevant field.</p> <p>e) A newly appointed lecturer shall receive full induction on intrinsic parts of the job including setting and marking examinations as well project supervision.</p> <p>f) Each lecturer shall be subject to evaluation by his/her students using an independent evaluation form at least twice a semester.</p> <p>g) Each lecturer shall be subject to one Peer review at least once a year.</p>
<b>Programmes</b>	<b>Quality Programmes and</b>	a) There shall be wide consultation of

	<b>Courses</b>	<p>different stakeholders before a new programme or course is introduced.</p> <p>b) Consulted stakeholders must be relevant and external to the college.</p> <p>c) Every programme and its courses shall be reviewed at least once every two years and where desirable a full programme or specific courses in the programme may be phased out.</p>
<b>Examinations</b>	<b>Moderation</b>	<p>a) All examinations shall be subject to both internal and external moderation.</p>
	<b>Adequate Internal Examination Moderation</b>	<p>a) Each course shall have a continuous assessment comprising of at least 2 assignments and 1 test plus a practical fieldwork where applicable.</p> <p>b) Lecturers must scrutinise submitted pieces of work to weed out any materials violating the institution's plagiarism provisions. All work should be properly referenced showing prowess in the ability to carry out academic research to support academic writing.</p> <p>c) Students should be properly reprimanded if found guilty of plagiarism.</p> <p>d) Lecturers should competently and personally assess the work of the learners. This duty cannot be delegated to anyone except in the case</p>

		<p>of Tutors with assistants employed by the college.</p> <ul style="list-style-type: none"> <li>e) Each student must possess one lever arch file to be used as storage for CA marks.</li> <li>f) All students must keep records in their student files for submission of a complete CA record at the end of the semester.</li> <li>g) Each student is awarded at most two opportunities to redress a failed assignment.</li> <li>h) Each lecturer must keep a complete CA record for every student in the lecturer's course file.</li> <li>i) Each H.O.D shall periodically check the level of record keep of lecturers' under his/her command.</li> <li>j) Lack of proper record keeping of students' CA marks shall be grounds for disciplinary action.</li> <li>k) In due time (usually 4 weeks before the final examination) The H.O.D shall request the students to submit their CA as well as Lecturer's Course File for moderation Purposes.</li> <li>l) Final moderation shall be done by all departmental members and must be completed at least two weeks before final examinations.</li> </ul>
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		<p>m) All learners must be aware of their weighted CA marks before writing any final examination paper for the semester.</p>
	<p><b>Adequate External Examination Moderation</b></p>	<p>a) Each Programme shall have external examiners.</p> <p>b) External examiners under an affiliation M.O.U shall be the responsible Deans of Faculties in the Parent University.</p> <p>c) The external examiners shall review either a sample or all examination after their setting but prior to their writing.</p> <p>d) The process of submitting examinations for moderation shall be initiated at least a 12 weeks before the date of the examinations.</p> <p>e) External examiners have the right to reject proposed questions or full papers, modify questions or papers or overhaul the whole paper.</p> <p>f) Where papers have been rejected, the HOD must initiate the process of resetting papers in line with the recommendations of external examiners.</p> <p>g) In addition to moderation of the overall marks of students in a programme, external examiners will required a random selection of marked</p>

		<p>scripts from a list of registered learners in a programme.</p> <p>h) The recommendations of external examiners regarding awards are final.</p>
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## CONCLUSION

The internal quality procedures are the sacred constitution of GUC undertaking to ensure delivery of quality services. Each code of practice is not independent but inextricably interwoven with the rest for a common objective. Therefore the number one quality control demanded of each member is the ability to coordinate with everyone.

## 4. PROGRAMME DESIGN AND REVIEW

### Introduction

Student learning assessment, program review, and accreditation are important activities within GUC. Together, they are an integral part of a university's continuing commitment to improve the quality of its academic programs and student outcomes. Furthermore, these activities are instrumental to demonstrating accountability for the significant public investments into higher education. Fundamentally, these activities are an expression of a university's commitment to **continuous improvement**. Given the general public's increasing expectations of higher education, our commitment to these activities must be resolute.

### Key Definitions in Programme Design & Review

**Programme of study:** A set of courses undertaken by a student towards a qualification and the requirements a student must comply with to gain that qualification.

**Course:** An individual unit of study towards a qualification, identified by a course code and title carrying a specified point's value.

**Qualification:** A degree, diploma or certificate.

**GUC Student Study Profile:** A statement of the attributes that graduates should achieve through formal and informal learning opportunities during their study at GUC.

**Programme/major graduate profile:** A statement of the attributes that graduates should achieve through the completion of a specific programme or major.

**Course learning objectives (CLOs):** Statements of the expectations for student achievement in the course; they describe the skills, knowledge or dispositions that students will achieve or demonstrate upon successful completion of the course.

**Curriculum alignment:** Curriculum design which ensures that both the learning activities and the assessment tasks support students to achieve the CLOs for the course and the graduate profile of the programme and University.

#### 4.1 RELEVANCY OF PROGRAMMES

The collection of programmes offered by GUC aligned to its overall mission and vision, and reflecting the Niche area and Market Segment served by the institution.

### ACADEMIC PROGRAMMES

#### SCHOOL OF EDUCATION

- Diploma Primary Education
- Diploma Secondary Education  
:General Science; Biology & Chemistry; Geography & Business Studies; ICT; Mathematics and Physics
- Post Graduate Diploma teaching methodology
- Bachelor of Education degree(Primary)
- Bachelor Education Honours (Secondary) Maths & Physics

#### SCHOOL OF COMPUTER SCIENCE

- Diploma ICT
- Bachelor of IT

## **SCHOOL OF HEALTH SCIENCE**

- Diploma in Occupational Health & Safety
- Diploma in Pyscho-social counselling

## **SCHOOL OF BUSINESS STUDIES**

- Project management
- Secretarial & Office Management
- Banking & Finance
- Marketing
- Purchasing & Supply Management
- Human Resources Management
- Business Administration
- Bachelor of Commerce
- Bcom Honours Business Management; Human Resources Management; Accountancy degree; Sales & Marketing degree; IT

## **PROFESSIONAL PROGRAMMES**

### **AAT COURSES**

### **CITY & Guilds (PITMAN) COURSES**

- Secretarial Pitman Diploma

### **CAMBRIDGE INTERNATIONAL COLLEGE (CIC)**

- Business Management/Administration
- Human Resources Personnel Management
- Hotel Operations & Management
- Graphic Design
- Logistics, supply chain & Transport Management
- Stores Management & Stock Control

### **INSTITUTE OF COMMERCIAL MANAGEMENT (ICM)**



- Accounting & Finance
- Information Technology
- Managing Health & Safety
- Marketing, advertising & Public Relations
- Purchasing & Supply Management

## **SHORT COURSES**

- Pastel accounting
- Psycho-social counselling

## **GUC programmes and the addressing of national and industrial development needs and priorities.**

It is commonly perceived that education is the most powerful weapon in alleviating poverty, elevating economic growth, producing skilled human resource, creating a healthy and enlightened social environment and creating self-sufficient nations. Education and poverty are paradoxically related to each other: if the former is increased, the later decreases.

In a socially, economically, religiously and culturally diverse state like Swaziland, higher education institutions and universities, imparting education and conducting cutting-edge research are the central mechanisms that can raise the declining social and economic infrastructure of the country.

- Innovation — that is, using our research power to create knowledge that can have economic impact, and then actively working to help move new ideas into the marketplace.
- Knowledge transfer that helps businesses grow and prosper, through programs such as job training, technical and other consulting assistance, and assistance to startups.
- An activist role in revitalizing the communities in which they are located, such as efforts to help local elementary and secondary schools.
- And our core mission of producing the educated populace that's needed to build, run and work in the innovation economy.

- Increasing access to occupationally-directed programmes
- Promoting the growth of a private College system that is responsive to sector, local, regional and national skills need and priorities
- Addressing the low level of youth and adult language and numeracy skills to enable additional training
- Encouraging better use of work place-based skills development
- Encouraging and supporting cooperatives, small enterprises, worker-initiated, NGO and community training initiatives
- Increasing public sector capacity for improved service delivery and supporting the building of a developmental state
- Building career and vocational guidance

### **GUC's systems programme development and design policy.**

This Quality and Standards Framework is intended to guide activities that will contribute to development of a college-wide culture of ongoing quality assurance, quality improvement and alignment or compliance with recommended or mandated higher education standards in order to achieve the college's objectives and desired outcomes.

#### **In this Framework:**

Quality assurance means the management and organizational processes in place for checking that the standards and quality of higher education provision by the college meet higher education sector requirements and norms. Quality improvement means the management and organizational processes in place for ongoing improvement of higher education provision by the University.

#### **The Framework**

The following principles, together with the PIRI Quality System (Plan, Implement, Review, Improve), form the University's encompassing framework for quality assurance, quality improvement and alignment with higher education quality standards:

#### **Principles**

1. Strategic oversight of quality and compliance with mandatory higher education standards is at the highest levels of college governance.
2. Efforts for quality assurance and improvement are coordinated by and cascade from the highest levels of GUC management (quality management)

3. Key external reference points (ERPs) and higher education sector benchmarks inform the development and review of plans, systems, policies, processes, practices, programs and courses. ERPs include, for example, legislation, sector-wide frameworks, codes of practice, guidelines and professional accreditation standards.
4. Clear and transparent plans, systems, policies and processes relating to higher education and related services are in place, accessible, implemented and regularly monitored, reviewed and improved.
5. Processes are in place and implemented for regular monitoring, evaluation and reporting of higher education and related service provision outcomes, including benchmarking and performance measurement against targets, indicators and external standards.
6. Opportunity is provided for appropriate internal and external involvement in the maintenance of quality and standards, including through use of feedback from students, graduates, employers, staff and other stakeholders.
7. Students and staff are supported in the pursuit of quality and the maintenance of standards
8. All students and prospective students are treated fairly and equitably and provided with timely and accurate information relevant to their current or future studies or research or other engagement and pursuits with the college.

## **Quality System**

The University's Quality System – Plan, Implement, Review, Improve (PIRI) – a cyclical system for ongoing quality improvement, as described and summarized below, is the primary means by which the principles of the Quality and Standards Framework are embedded and demonstrated in all University activity.

**Plan:** Formulation of plans, policy, processes, timelines and responsibilities for achieving outcomes intended to maintain or improve quality, including performance standards, measures, indicators, targets; and methods and frequency for performance monitoring and reporting.

**Implement:** Implementation of the planned arrangements, including regular monitoring and reporting on progress / efficacy / outcomes.

**Review:** Ongoing and summative review, based on evidence, of the extent to which planned arrangements are having/have had the desired effect in bringing about intended outcomes, including evaluation of the efficacy and impact of the planned arrangements.

**Improve:** Ongoing evidence-based identification of improvements and changes to be incorporated in new or reformulated plans, policy and processes in order to contribute to enhanced or improved outcomes.

### **Areas encompassed by the Framework**

**The Framework encompasses all areas of University endeavor and activity, including:**

- a. Corporate governance
- b. Academic governance
- c. University management
- d. Learning, teaching and research environment
- e. Student learning experience at GUC
- f. Student support and safety nets
- g. Teaching
- h. Scholarship
- i. Research
- j. Research training
- k. External engagement and environment

### **Current quality and standards accountabilities and responsibilities**

All policies and procedures of the college contribute wholly, or in part, to quality assurance, quality improvement or compliance with relevant external standards or requirements. Responsibilities for implementation of those policies and procedures are identified in the relevant documentation through specification of a Responsible Officer and, in some instances, a Designated Officer for each policy or set of procedures.

In a broader context:

- a) Heads of School, Directors or Managers who report direct to a member of the Executive are responsible and accountable to the relevant member of Executive for implementation of the University's quality system, quality assurance, quality improvement and compliance with relevant higher education standards within the School or organizational unit/s or University-wide functional areas that they lead.

- b) All employees of the college, through their supervisor, are responsible and accountable to their supervisor, for implementing the University's quality system, quality assurance and improvement processes, and processes for compliance with higher education standards as they pertain to each employee's work and area of operation.
- c) Students and other members of the College community have a responsibility to contribute to quality assurance and improvement at the University.

#### **4.2 GUC LEARNING OUTCOMES, DEGREE OF CURRICULUM CHOICE, TEACHING AND LEARNING METHODS, AND EXPECTED COMPLETION TIMES:**

##### **Learning Outcomes**

Learning outcomes describe what students are able to demonstrate in terms of knowledge, skills, and values upon completion of a course, a span of several courses, or a program. Clear articulation of learning outcomes serves as the foundation to evaluating the effectiveness of the teaching and learning process.

##### **Expected Learning Outcome (definition)**

At GUC an expected learning outcome is a formal statement of what students are expected to learn in a course. Expected learning outcome statements refer to specific knowledge, practical skills, areas of professional development, attitudes, higher-order thinking skills, etc. that faculty members expect students to develop, learn, or master during a course.

#### **DIPLOMA IN PRIMARY EDUCATION:**

The Diploma shall be awarded to candidates who have successfully completed the programme and passed the examinations in accordance with the regulations. The regulations herein described must be interpreted concurrently with the General Regulations for Diplomas under the GUC/CITY UNIVERSITY OF SCIENCE and Affiliation.

##### **Program objectives**

The aim of this programme is to improve the quality of primary school instruction and management. The specific objectives of the programme are to:

- a) Enhance the teacher's subject content and pedagogical knowledge, skills and attitudes.
- b) Enhance teachers' ability to handle two of the subject areas taught in primary schools, namely; 1) Science, Agriculture and Mathematics 2) Social Studies and Languages.

- c) Develop a primary school teacher who is creative and capable of discovering, understanding, controlling and adapting to new technologies.
- d) Enable the primary school teacher to develop the child's ability in creative thinking, problem solving and communication skills.
- e) Develop a teacher's awareness, understanding and commitment to professional ethics, basic human rights and sound environmental.
- f) Develop a teacher's capacity to produce and use relevant learning materials.
- g) Enhance a teacher's leadership and managerial skills.
- h) Prepare teachers for further Education and training.

### **DIPLOMA IN SECONDARY EDUCATION:**

The Diploma shall be awarded to candidates who have successfully completed the programme and passed the examinations in accordance with the regulations. The regulations herein described must be interpreted concurrently with the General Regulations for Diplomas under the GUC/CITY UNIVERSITY Affiliation.

#### Course Learning Outcomes

A graduate of this course can:

- a) Make informed decisions regarding teaching and learning based on a comprehensive understanding of the learner and application of the curriculum.
- b) be reflective, creative and critical in the approach to teaching and learning
- c) Decide what information is needed and find it from a range of sources using appropriate technologies. Make valid judgements regarding teaching
- d) communicate effectively and work collaboratively in educational contexts
- e) use technologies appropriately to engage students in effective learning and for other educational purposes
- f) be self-motivated, critical, and reflective in their practice based on ongoing professional learning
- g) think globally and consider issues from a variety of perspectives and apply international standards in teaching and other educational situations
- h) teach effectively in ways that are responsive to the diverse needs of students through integrating socio-cultural context and values within educational scholarship and practice

- i) Demonstrate proficiency in the range of skills required by effective teachers. Apply high standards in all aspects of their work as teachers. Value professional and community partnerships and demonstrate leadership in education
- j) Engage with diverse learners in a range of educational contexts in order to develop skills and knowledge for flexible and adaptable participation in professional communities of practice.
- k) Develop and apply theoretical and practical knowledge and skills to your professional practice and development in curriculum, pedagogy and assessment.
- l) Work with others in a range of roles and contexts, demonstrating cultural, environmental and social awareness and ethical and reflective practice.
- m) Demonstrate the specific knowledge and skills required in working successfully with learners with **additional needs**.**

### **ICT CERTIFICATE EXPECTED STUDENT OUTCOMES**

Program Purpose: The IT Specialist Certificate program focuses on teaching students the essential skills required to effectively use and troubleshoot computers and computer applications.

Learning Outcomes: Students who earn the IT Specialist Certificate will have the IT Technical Skills required to effectively use and troubleshoot computers and computer applications in the following areas:

- a) Applications-Students will learn to use and configure essential office applications including word processing, spreadsheets.
- b) Operating Systems-Students will learn essential operating systems skills including how to use, setup, configure, troubleshoot and maintain a current microcomputer operating system.
- c) Internet Technologies-Students will develop a basic understanding of technologies and protocols used on the Internet, and how to effectively use Internet tools technologies including current web-based applications, e-mail, and social networking tools; developing searching strategies; and basic web authoring.

- d) **Assessment:** Prior to receiving the IT Specialist Certificate, students must pass a certification review that requires students to demonstrate proficiency in the effective use of Applications, Operating Systems, and the Internet.

### **ICT DIPLOMA Expected Student Outcomes**

Impart an understanding of the basics of our discipline. Each graduated student should be able to:

- a) Apply fundamental principles and methods of Computer Science to a wide range of applications
- b) Apply mathematical and scientific reasoning to a variety of computational problems
- c) Design, correctly implement and document solutions to significant computational problems
- d) Develop proficiency in the practice of computing.

**Each graduated student should be able to:**

- a) Formulate solutions to computing problems
- b) Analyze and compare alternative solutions to computing problems
- c) Design and implement software algorithmic and mathematical concepts to the design and analysis of software.
- d) Apply sound principles to the synthesis and analysis of computer systems
- e) Prepare for continued professional development systems that meet specified design and performance requirements

### **COMPUTER SCIENCE ICT DEGREE**

Expected Student Outcomes

Impart an understanding of the basics of the IT discipline.

Each graduated student should be able to:

- a. Apply fundamental principles and methods of Computer Science to a wide range of applications
- b. Design, correctly implement and document solutions to significant computational problems
- c. Develop proficiency in the practice of computing.
- d. Formulate solutions to computing problems
- e. Analyze and compare alternative solutions to computing problems



- f. Design and implement effective solutions to computing problems
- g. Apply sound principles to the synthesis and analysis of computer systems
- h. Prepare for continued professional development.
- i. Work effectively in teams to design and implement solutions to computational problems
- j. Communicate effectively, both orally and in writing
- k. Think critically and creatively, both independently and with others
- l. Recognize the social and ethical responsibilities of a professional working in the discipline
- m. Adapt to new developments in the field of computer science
- n. Computer Technology Support and Troubleshooting- Students will learn essential IT support skills including installing, configuring, securing and troubleshooting operating systems and hardware. Students will learn to diagnose and solve operating system and hardware problems.
- o. Network Infrastructure Support and Troubleshooting-Students will learn essential networking skills including installing, configuring, securing and troubleshooting the devices, protocols and services within a network infrastructure. Students will learn to diagnose and solve network problems.
- p. Systems Administration-Students will learn essential systems administration skills related to server operating systems, system and network service administration, computer and information security, and directory services administration.
- q. Cybersecurity-Students will learn the skills and knowledge required to support and secure network environments.
- r. Web Development- Students will learn essential web development skills related to current Internet technologies and protocols, web graphics and multimedia, web authoring and design and web programming.
- s. Independent Thinking and Research-Students will learn to research technology problems, provide technology support, and to learn new technology tools. Students will learn to acquire new skills, independently, in order to keep their skills current.

## **OCCUPATIONAL HEALTH & SAFETY**

### Objectives/Learning Outcomes

Through successful completion of this program, you will acquire the knowledge, skills, and judgement to function as an entry-level practitioner in occupational health and safety. You will be able to contribute to the development and maintenance of a healthy and safe work environment.

Upon completion of the Occupational Health and Safety Program you should be able to:

- a) Interpret and apply legislative requirements, industry standards, and best practices in a variety of workplaces.
- b) Apply risk management principles to anticipate, identify, evaluate and control physical, chemical, biological and psychosocial hazards.
- c) Collect, manage, and interpret information and data to identify trends and issues in the workplace.
- d) Design, support, and evaluate health and safety programs and implement procedures using project management principles and processes appropriate to the task.
- e) Affect/manage change by advancing OH&S principles within management systems, cultures, practices, and priorities.
- f) Apply basic adult learning and assessment principles in the design, development and delivery of training and information for differing levels within the workplace.
- g) Set and achieve work priorities and goals individually and as a team member.
- h) Use a range of effective communication skills and methods to clearly and briefly convey regulatory and technical information and data to designated audiences.
- i) Use current technologies and applications appropriate to the task.

## **5. STUDENT RECRUITMENT SELECTION AND ADMISSION**

Global divided its quality control areas into eleven codes

### **Recruitment**

Recruitment of students is a fair and straight forward process. It is initiated from the office of the senior registrar at GUC. Upon deciding that the time is ripe for a new enrollment as is denoted in the statutes, the Registrar shall inform the PR and Marketing officer to publicize the programmes

available and the relevant entry requirements. This shall normally be done using different public media including the GUC website, national electronic and printing houses etc. All students are to apply first before they register. Application forms may be downloaded from the GUC side or collected from the GUC main campus. All applications shall be accompanied by a fee decided from time to time by the Admin team.

All applicants must submit fully filled application form, a certified of National ID or Passport and certified copies of previous qualifications to support the application.

### **Selection**

The selection committee shall meet a designated date at least a week after the closing day of application. The selection committee will normally be constituted of all the head of departments, the chairperson of the academic committee and the registrar. Selection shall be based on the candidate's overall performance in the submitted evidence in line with the programmes' minimum requirements.

### **Admission of Students**

#### **Entry requirements**

Specific entry requirements are available on the specific regulations of each programme. The following are therefore general guidelines which may be superseded by the regulations of a specific programme.

#### **Normal Entry for Diplomas**

For normal entry a student must:-

(a) Have passes in 5 SGCSE (Swaziland General Certificate of Secondary) Education level subjects including English Language under the following current grading.

Score	Symbol
50-59	D- Pass
60-69	C-Credit
69-79	B-Credit
70-100	A-Distinction

Stronger passes of Grade C (CREDIT) or better maybe given as pre-requisites for specific programmes under the School of Education.

The following examination boards are also considered Cambridge General Certificate of Education; International General Certificate of Secondary Education and any other equivalent.

### **Degree Program Entry requirements**

The normal entry for general degree programmes excluding the School of Education, will be 3credits and 2 Passes including English Language. Learners with at least 5 SGCSE passes can apply to take a pre- University course (bridging program which shall be 9 months long.) before being rated as eligible to join their program. Students with an outright Advanced Level will be required to have 2 A level passes in relevant subjects. Students with relevant diplomas to the satisfactory of the Academic Committee may also be considered for the Degree program under special entry regulations.

#### **Ordinary Level Pass or Equivalent:**

- Ordinary Level of the Swaziland (SGCSE).
- International General Certificate of Secondary Education
- Cambridge General Certificate of Education.

#### **Advanced Level Passes or Equivalent**

- Subject Standard of Cambridge Overseas Higher School Certificate.
- Advanced Level of the Associated Examining Board's General Certificate of Education.
- Advanced Level of the College of London's General Certificate of Education.
- Any other national examination board acceptable to the Academic board

### **5.1 Registration procedure for Undergraduate programmes**

#### **Introduction**

Criteria for acceptance into the study programmes and admission procedure principles are specified in admission policy as well as general academic rules and regulations. Rules for entrance examinations are specified in Examination policy. Applicants for study programmes carried out by GUC are admitted to studies upon the admission procedure and the admission committee recommendation. To become full students of the institute students need to conform to

the registration procedure, without completing the registration procedure, a student cannot be fully recognized as a GUC student.

## **5.2 Registration for Studies at GUC**

- a) An applicant's right to register for studies arises from the notification of acceptance for study. An applicant participates in the registration personally or she/he authorizes his/her representative by an affidavit. Upon registration for studies, an applicant becomes a student of the College.
- b) GUC uses semesters as a way of structuring its programmes. There are two semesters in year each with a duration of 20 weeks. To be a student of the college a student must register for each every semester of the programme.
- c) Where a student fails to register for a semester they are not considered as a student of the college until such a time as they have registered.
- d) Registration has a specific time period which must be observed by all students and this normally falls within the first 4 weeks of a new semester.
- e) A registration period may from time to time be extended by the GUC administration and such extensions shall be announced in Memos and other associated media. Where registration period is not extended it shall normally elapse after the first four weeks of the semester beginning.
- f) A student who registers after the current period of registration is closed will automatically become registered for the next available semester.
- g) Non-registered students shall not be permitted to access the campus, utilize college resources and/or interfere with any processes and functionality of the college.
- h) Applicants who have registered become members of the College Academic Community at the relevant faculty, with all rights and duties stipulated in general academic rules and regulations until the date of completion or interruption of their studies.
- i) As a rule, first-year students take a vow of matriculation.

## **5.3 Matriculation with GUC**


All students studying for any undergraduate programmes with GUC are required to matriculate. This simply means supplying original or certified copies of your previous certificates. Copies

may be certified by a Notary Public, Solicitor or the Royal Swaziland Police. Matriculation must be completed within the first month of registering for a programme.

It may be necessary to contact your awarding institution for information regarding your previous qualifications, by completing the acceptance of offer below, you will be agreeing to us requesting this information. Upon first registering with the college all students must read and sign a Registration form. This form will also give details of your Student Number, User ID and password. The signed form must be returned to the Registrar's office within 10 days of receipt in order to complete your registration. Students will be required to renew their registration beginning of every semester and will be advised in due course of the dates at which they should do this.

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**Global University College Governing Statutes are accepted as the legally binding regulations of the college with effect from 1 December 2016**

Signed by the Director of the college.....

Date ..... 01 DECEMBER 2016 .....

Stamp.....  
GLOBAL UNIVERSITY COLLEGE  
Website: www.globaluniversitycollege.co  
Box 3457 Manzini