



**EXECUTIVE SUMMARY**

**OF THE**

**INSTITUTIONAL AUDIT**

**OF**

**HEADSTART MONTESSORI TEACHER TRAINING COLLEGE**

**WALVISBAY CAMPUS**

**6 - 8 September 2021**

## EXECUTIVE SUMMARY

The National Council for Higher Education (NCHE) conducted an institutional audit at the Headstart Montessori Teacher Training College during the period 6 - 8 September 2021.

The first step in the preparation of an institutional audit is the development of the institutional portfolio by the institution. This process involves continuous consultation between the quality assurance system functionaries and the quality assurance managers at the institution. The institutional portfolio is a self-evaluation appraisal of the institution's quality assurance mechanisms against NCHE's audit criteria. In it, the institution reflects on its policies, processes, systems, and practices and how they align to national norms and standards.

Prior to the audit, NCHE appointed an independent audit panel that comprised individuals selected based on their experience and expertise in higher education nationally and internationally.

Headstart Montessori Teacher Training College duly presented an institutional portfolio to NCHE as part of the institutional audit process. The panel examined the institutional portfolio against the four themes of the institutional quality assurance system:

1. Institutional vision, mission and goals and general management processes;
2. Teaching and learning;
3. Research; and
4. Community engagement.

The panel undertook a site visit of the institution to verify against the audit criteria and the statements made by the institution in the institutional portfolio. The evaluation process carried out by the panel involved a combination of document analysis, visual verification and analysis of feedback from stakeholder interviews. The outcomes of these processes were triangulated to determine whether the audit criteria have been met.

The report, which was produced by NCHE after factual verification by Headstart Montessori Teacher Training College, contains various commendations and recommendations.

NCHE underscored the following areas as the strength of Headstart Montessori Teacher Training College:

- Headstart Montessori Teacher Training College plays an important role in Early Childhood Development (ECD) in the country by training teachers who are equipped to open their own centres and provide ECD in their communities.
- Prudent and sound financial management has put the college in a healthy financial position.
- Excellent facilities.
- The success and the speed with which the transition to online learning and the introduction of the Google Classroom platform was accomplished.

NCHE, on the other hand, highlighted the following areas as desiring improvement:

- There is a need to consider the shortcomings in the outgoing strategic plan during the development of the new strategic plan, i.e., articulation of the link between the institutional vision, mission, goals to Vision 2030, The Harambee Prosperity Plan II and the Fifth National Development Plan.
- There is a need to pay attention to student evaluation of courses and trainers by compiling such reports and using them for summarised feedback to students, and for tracking overall improvement.
- Comprehensive quality assurance reviews of all units and institutional activities need to be regularised and the outcomes of such reviews be used for improvement.
- The College needs to follow-through on the development and implementation of a formal exit and transition plan to deal with the matter of succession, sustainability, and continuity.
- The College needs to revisit and address the matter of staff benefits appropriately.
- Consideration should be given to expanding staff development assistance for the upgrading of qualifications outside the institution.
- There is a need to develop a financial policy document.
- The College needs to provide clearer indications of the resources that are allocated to core academic functions, including quality assurance, by splitting the budget into academic and administrative divisions.
- A guiding document for facilities, including maintenance, health and safety should be formulated.
- The use of Google Classroom needs to be formalized as a tool for identifying at-risk students and referring them for student support.
- The College needs to make serious efforts to benchmark teaching nationally and internationally.
- A research culture in both students and staff is strongly encouraged.
- There is a need to formulate a guiding document on community engagement.

Headstart Montessori Teacher Training College should submit an improvement plan to NCHE within a period of six months from the date of the feedback (19 November 2021) and subsequently work on the recommendations made in the report. Headstart Montessori Teacher Training College is required to submit an implementation report within two years.