



EXECUTIVE SUMMARY

OF THE

INSTITUTIONAL AUDIT

OF

INTERNATIONAL UNIVERSITY OF MANAGEMENT (IUM)

FOR THE

DORADO PARK CAMPUS & CITY BRANCH
COASTAL CAMPUS
ONGWEDIVA CAMPUS
NKURENKURU CAMPUS

14-22 June 2021

EXECUTIVE SUMMARY

The National Council for Higher Education (NCHE) conducted an institutional audit at the International University of Management (IUM) during the period 14-22 June 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.

IUM 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 self-evaluation report. 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 IUM, contains commendations and recommendations:

NCHE commended the IUM for the following areas as of strength:

- Well documented vision, mission and goals and alignment of the objectives to the vision and mission of the institution.
- Existence of the Institutional Quality Assurance Management System (IQAMS) which is derived from the institutions' vision, mission, goals and objectives.
- Wide collaboration and partnership network with other universities nationally and internationally.
- State-of-the-art physical facilities across campuses which are well managed and clean.
- The existence of a Human Resources Management System, guided by the university's Policies and Procedures Manual, Employment Policy and the University Charter.

- Remarkable employee satisfaction across the campuses and enthusiasm and leadership style amongst campus directors.
- A sound institution-wide financial management system in place that is proactive, disciplined through both centralised and campus-based operations.
- The use of participatory approach to quality assurance, quality control, quality improvement and quality management through innovative implementation of the Quality Assurance and Management Policy.
- Availability of admission requirements and admission forms on the university website.
- Existence of a variety of accredited programmes.
- The use of the Integrated Tertiary Software (ITS) for processing of applications, admissions, and registrations.
- Existence of policies on examinations and evaluations.
- Uniformity in the use of similar course outlines and examinations per module across the campuses.
- Cooperation with key stakeholders in developing new programmes.
- Unique academic offering of a programme and a core course on entrepreneurship.
- Provision of wide academic support to academic staff and students.
- Demonstration of the university's commitment towards promoting and advancing research and publications as its contribution to academic life.
- Establishment of numerous community engagement activities.
- Partnership with industries in the form of job attachments which guarantees skills transformation of its students.

The following areas desire improvement:

- The vision could describe where IUM is going and what it would look like when it gets there.
- There is a need to revise the mission statement to articulate services and products IUM renders, market segments served, the way the market is served, and the tools used in service delivery.
- The strategic objectives could be organised around themes of teaching, research and publication, community engagement, consultancy, collaborations, technology and so forth.
- The university needs to ensure that the vision, mission and goals are cascaded to all staff members.
- The Quality Assurance Management Policy needs to be more comprehensive and/ or broken down into distinct sections such as teaching & learning, research, etc.
- The university should consider institutionalising mechanisms for evaluating longer-term sustainability of partnerships and collaborations.
- Policies should be updated to integrate emerging needs within environment such as the COVID-19 pandemic (e.g., policy on methods of administering examinations to include online).
- The university should consider combining policies that relate to staff conduct, recruitment, performance management, reward management, staff training & development, promotion, leave administration, staff medical aid, safety & health,

social welfare, sexual harassment, general harassment, discipline, separation and review of policies into one human resource policy & procedures manual

- Policies within specific jurisdictions need to be shared with employees in those areas.
- The university should consider investing in capacity development of finance staff in international best practices.
- The university should consider introducing a formal academic planning system.
- There is a need to introduce online application and registration.
- The university should consider offering campus specific/unique courses that lead to economic growth in those specific areas where a campus is located, e.g., courses in Arid and Semi-Arid Land Management, and Oceanographic courses/Marine Ecology in coastal areas, Eco/cultural tourism at Nkurenkuru Campus etc..
- Student associations/ clubs' activities with large involvement of external professionals should be strengthened.
- Online course evaluation should be streamlined across faculties and campuses for ease of administration and analysis.
- The university should consider increasing the tuition fees waiver for the academic staff enrolled in PhD programs and weight of publications for promotion purposes.
- Sabbatical leave for qualified and appropriately bonded academic staff; and academic staff exchange programmes needs to be clarified.
- Joint research and publication between faculty and various masters and PhD program students need to be encouraged and promoted.
- The university should champion research and publication collaborations in Africa and beyond.
- There is a need to institute and fund research.
- The university should develop a community engagement policy, highlighting the target group(s) and benefits accruing to both university and community.
- A community engagement and management office needs to be established to formally host and manage the community engagement activities.

IUM 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. IUM is required to submit an implementation report within two years.