



**COUNCIL ON HIGHER EDUCATION**  
HIGHER EDUCATION QUALITY COMMITTEE

**SITE VISIT**  
**PREPARATION MANUAL FOR INSTITUTIONS**

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## **ACRONYMS**

CHE	Council on Higher Education
DoE	Department of Education
HEI	Higher Education Institution
HEQC	Higher Education Quality Committee
NQF	National Qualifications Framework
PQM	Programme and Qualifications Mix
SAQA	South African Qualifications Authority
SETA	Sector Education and Training Authority

## **INTRODUCTION**

This Manual is intended to assist higher education institutions to prepare for and facilitate site visits, which may be required as part of the accreditation process. It summarizes the context of programme accreditation and, within this context, addresses both the nature and purpose of site visits. It deals with key aspects of the organization and administration of site visits, both from the point of view of the HEQC and the institution itself, and covers key logistical and other aspects of the site visit process. In short, it aims to enable institutions to understand what is expected and required for a successful site visit.

## **THE CONTEXT FOR PROGRAMME ACCREDITATION**

The process of programme accreditation is located within those areas of the national policy and legislative context which address matters related to quality assurance in the South African higher education system. The HEQC of the Council on Higher Education is responsible for the accreditation of higher education institutions as education and training providers and for the accreditation of higher education learning programmes by virtue of provision of the *Higher Education Act, 1997* and the *South African Qualifications Authority Act, 1995*. An outline of this context is provided in the CHE's *Framework for Programme Accreditation (November 2004)*, which sets out also the HEQC's programme accreditation model and summarizes accreditation arrangements both for new and existing programmes. Quality-related criteria constitute a crucial element in the execution of the HEQC's functions related to programme accreditation and serve as evaluative tools in the HEQC's accreditation activities, including site visits. These criteria are set out and explained in the CHE's document *Criteria for Programme Accreditation (November 2004)*. Both the *Framework for Programme Accreditation* and the *Criteria for Programme Accreditation* are available, from the HEQC, in hard copy, and additionally may be accessed through the CHE's website (<http://www.che.ac.za>).

The HEQC, which is a permanent sub-committee of the CHE, carries out its programme accreditation responsibilities through the agency of its Accreditation and Coordination Directorate.

While the HEQC, through its Accreditation and Coordination Directorate, manages and administers the programme accreditation process, accreditation reports emanating from this process are considered first by the HEQC Board's Accreditation Committee, which makes accreditation recommendations to the Board. It is the HEQC Board which determines policy and procedures for the quality assurance work of the HEQC.

### **RESPONSIBILITIES OF THE HEQC'S ACCREDITATION AND COORDINATION DIRECTORATE**

The responsibilities of the HEQC's Accreditation and Coordination Directorate are:

1. The accreditation of *public providers* to offer stipulated learning programmes leading to National Qualifications Framework (NQF)-registered qualifications.
2. The accreditation of *private providers* to offer stipulated learning programmes leading to National Qualifications Framework (NQF)-registered qualifications.<sup>1</sup>

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<sup>1</sup> Note: *Public providers*, after approval of their Programme and Qualification Mix (PQM) by the DoE, apply for programme accreditation and on receiving such accreditation are granted funding by the DoE. The DoE requires *private providers* to be registered in order to operate as higher education institutions (HEIs) and bases its decisions on accreditation outcomes.

3. Collaboration with professional councils and SETAs on the accreditation and evaluation of professional and work-based programmes leading to NQF-registered qualifications.
4. The development and implementation of an accreditation and evaluation framework for learning programmes leading to qualifications which are not covered by professional councils and SETAs.

In connection with the accreditation work of the HEQC, the following should be noted:

- a) Accreditation Criteria (see *Criteria for Programme Accreditation*) apply to all programmes offered at main campuses and satellite campuses, as well as to off-campus programmes.
- b) The criteria apply to contact, distance education and e-learning programmes. Requirements pertaining specifically to distance education or e-learning, where applicable, are indicated in the CHE's *Criteria for Programme Accreditation*.
- c) South African higher education institutions which offer programmes *outside the country* are subject to the HEQC's programme accreditation requirements for all their local as well as cross-border academic programmes. In addition, the quality requirements of the importing country have to be complied with.
- d) Foreign institutions which offer higher education programmes in South Africa are also subject to the HEQC's programme accreditation requirements. In addition, these institutions have to satisfy the registration requirements of the DoE and the qualification registration requirements of SAQA.
- e) The HEQC normally requires an accredited programme to establish itself reasonably well before the next higher level programme in the same field can be applied for.

In carrying out its responsibilities, the HEQC may determine the need for an institutional site visit, with the intention of examining further the programme(s) under consideration within the context of the institution.

## SITUATIONS IN WHICH SITE VISITS MAY BE CARRIED OUT

The following illustrate situations in which the HEQC may determine a need for a site visit, although the situations listed are not necessarily mutually exclusive.

1. In connection with the programme accreditation process (see *Framework for Programme Accreditation*, pp. 10-12). The *Framework* indicates that site visits may take place, if necessary, in both the ‘candidacy’ and ‘accreditation’ phases of the programme accreditation process. When conditions are set in the ‘candidacy’ phase, the HEQC requires these to be fulfilled within the period of a year and, following a desktop evaluation, *may* determine the need for an institutional site visit.
2. In the case of a new institution, in respect of the requirement for provisional accreditation and registration with the DoE.
3. When an institution is proposing to make use of new or additional sites of delivery. An underlying intention in such a case is to ensure equivalence of quality in provision.
4. When an institution is proposing to employ new modes of delivery. An underlying intention is to evaluate issues related to capacity, capability and equivalence.
5. When an institution wishes to extend the level of its offerings from undergraduate programmes to postgraduate programmes.
6. In connection with the re-accreditation process, governed by the DoE’s five-year *registration* cycle.
7. For any other reason determined by the HEQC.

## **THE PROCESS OF SETTING UP A SITE VISIT**

### **Decision to conduct a site visit**

The decision to conduct an institutional site visit, for one or more of the above reasons, is the prerogative of the HEQC. Once such a decision has been taken, the HEQC will notify the institution and will reach agreement with the institution on the timing of the site visit. The institution will be notified about the purpose and scope of the intended site visit.

### **Liaison between the HEQC and the institution**

The institution will be allocated an HEQC *contact person* with whom it will liaise in connection with all matters related to the setting up, organization and administration of the site visit, including all logistical arrangements pertaining to the visit. The institution will be provided with the necessary contact details for the contact person.

The institution is required to appoint a *site visit coordinator* who will serve as its liaison person before and during the site visit. The HEQC must be informed, at the outset, of the name, status and contact details of the appointed site visit coordinator. Not only will the site visit coordinator be responsible, on behalf of the institution, for making all necessary preparations and arrangements for the site visit, but also must be readily available throughout the site visit period to address the needs of the HEQC evaluation panel in relation to the evaluation process.

The responsibilities of the site visit coordinator, in addition to maintaining ongoing liaison between the institution and the HEQC, are defined and discussed later in this Manual.

## **Duration of the site visit**

The duration of a typical site visit is one full day, although the HEQC *evaluator panel* may meet during the previous evening for a pre-site visit meeting. However, additional days will be required in the event of a multi-site visit.

## **Evaluator panel**

The HEQC will appoint a panel to conduct the site visit on its behalf. This panel typically comprises a minimum of three people, one of whom serves as chairperson and, among other things, acts as the official conduit between the panel and the institution during a site visit. The HEQC maintains a database of academics, subject specialists and other senior colleagues from both the public and private higher education institutions who have received training in all aspects of programme evaluation.<sup>2</sup> Members of the panel have the responsibility for using their specialist knowledge and evaluation training to make objective judgments in relation to all aspects of the programme(s) being evaluated and the institutional context which supports the programme(s). Among other things, the evaluator panel will:

- Approach its work within the context of the HEQC's formative and constructive approach to quality assurance.
- Attempt to gain first-hand knowledge of the institution and the programme(s) concerned.
- Attempt to establish the general correctness of the information supplied by the institution in its accreditation submissions.
- Evaluate aspects of programme quality.
- Identify and evaluate evidence of aspects of quality which were not available in the paper-based submission by, for example, visiting the physical facilities (such as lecture rooms; libraries; laboratories; studios and/ or other specialist rooms, as appropriate) and interviewing staff, students and others.

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<sup>2</sup> Such training is the responsibility of the HEQC's Quality Promotion and Capacity Development Directorate.

Well before the site visit is to take place, the HEQC, having made every attempt to ensure the suitability and appropriateness of its proposed evaluation panel in relation to the programme(s) under review, or any other purpose for the visit, will inform the institution of the proposed composition of the panel.

The institution has the right to object to the composition of the panel and to communicate its *reasoned* objection to the HEQC. In general, demonstrated *conflict of interest* is the only valid ground for objection that the HEQC will entertain. If adjustments are made to the composition of the panel in this connection, or if any member of the panel withdraws for any reason, the HEQC will replace panel members and will notify the institution accordingly.

### **Format of a site visit**

As the purpose of site visits may vary from case to case, it is not possible to provide a 'generic' site visit schedule. However, Annexure B presents an example of one type of site visit. Typically a site visit schedule, comprising a series of varying time slots, might include any or all of the following:

- Meeting between the evaluator panel and the head of the unit/ institution, programme coordinator(s) and the quality assurance officer.
- Reading and reflection periods for members of the evaluator panel.
- Interviews with academic staff, administrative and support staff, students and/ or alumni.
- Visits to libraries, lecture venues, laboratories, computer facilities and other elements in the physical infrastructure of the institution.
- A concluding session with the head and/ or senior management of the unit/ institution.

In each case, the HEQC will inform the institution, in good time, of its requirements with regard to the specific format for the site visit. Subsequently, and also well before the visit, the site visit coordinator must inform the HEQC about the names (and positions) of

those who will be interviewed, venues for sessions, catering arrangements etc. (see Site Visit Requirements below).

## **SITE VISIT REQUIREMENTS**

### **Site visit coordinator**

As indicated earlier, each institution must appoint a site visit coordinator (whose contact details are given to the HEQC) to oversee and take responsibility for site visit preparation and the organization and administration of the visit itself. During the site visit the institution's site visit coordinator must be available at all times and the first line of liaison during the visit is with the chairperson of the evaluation panel. In addition to the responsibilities mentioned above, the following matters must be addressed.

### **Directions and parking**

Well ahead of the site visit, the site visit coordinator must send electronically to the HEQC a road map from the airport to the hotel where the panel will be lodged (the name of the hotel will be given to the institution), as well as a road map from the hotel to the institution.

Clearly marked and signposted reserved parking bays for panel members' vehicles, close to the venue for the visit, must be arranged. Similarly, clear signs must be erected leading from the parking bays to the plenary or other break-away rooms.

### **Plenary room and break-away rooms**

One main plenary room and breakaway rooms (depending on the number of programmes being evaluated), with movable tables and chairs must be made available for panel use during the site visit. The layout of each room should include the following:

- Tables and chairs for the panel and interviewees
- Extension cables and plug points for panel members' laptop computers

- Arrangements for tea and coffee in the plenary room, or close to the plenary room
- Bottled water readily available for panel members
- Flipcharts and marker pens in each room
- A computer and printer in the plenary room
- Display tables in the plenary room for categorized documentary evidence (see below).

### **Photocopying and stationery requirements**

In addition to the above, the following should be provided:

- Photocopying facilities
- Pens, writing pads, a stapler and punch
- Name tags for interviewees and desk name signs for panel members (large enough for visibility)
- Two boxes (approximately 600mm x 600mm x 450mm) and packaging tape for sending documents to the HEQC by courier.

### **Document display**

The institution is required to provide materials and documents for examination and evaluation by the panel. These materials and documents should be appropriately filed and catalogued, and preferably linked to the various accreditation criteria. A list of the materials and documents (an evidence ‘map’) must be available for the panel. All materials and documents should be displayed effectively in the plenary room.

In general, the materials and documents on display should include all those to which reference was made in the institution’s accreditation submission, any additional information and documentation required by the HEQC, additional information and documents judged to be important by the institution to inform the evaluation of its programme(s), and any additional documentary evidence required by the chairperson of the panel during the site visit. *It is absolutely essential that the display of materials and documents should be organized in such a way as to facilitate ease of access and location, and that mechanisms employed for this purpose are made clear to the panel.*

While the *specific coverage* of the document display may vary from site visit to site visit and in terms of the specific requirements of the HEQC for any given visit, the following list provides an indication of the key documents that should be displayed:

- Prospectuses, faculty handbooks, academic calendars and student guides
- Strategic plans of the institution/ unit
- Learner materials, syllabi, course packs (per module/ mode of delivery)
- Institutional reports, committee meeting minutes etc.
- Data summaries of surveys and survey instruments
- Schedule of courses offered (say) over the last 3 years, with the relevant staff members identified
- Assessment tasks and instruments, internal moderation and external examiners' reports
- Programme completion rates (if applicable), module performance and assessment records
- Admission policies, RPL practice and student records
- Tuition and fee structures
- Examples of students' work
- Staff curricula vitae
- Facilities, equipment and supplies
- Library catalogues
- Records of students' complaints and grievances
- Summary of staff accomplishments and publications
- Advertising materials, promotional materials, information brochures etc.
- HR policies, samples of contracts and other personnel data
- Course/ lecturer evaluation responses and summaries.
- Student tracking mechanisms post programme completion
- Any relevant policies or documents that support the institution'/ unit's mission, goals and objectives.

## **Interviews and interviewees**

As indicated above (under Format of a site visit), a major element in a site visit schedule is that of interviews with a variety of constituents (senior management, academic staff, administrative and support staff and students/ alumni). Once the institution has received the site visit schedule from the HEQC, it is the responsibility of the site visit coordinator to ensure that the required interviewees are identified and informed about the site visit.

It is the responsibility of the site visit coordinator to ensure that the list of interviewees is finalized and that their names and status, together with an indication of the scheduled sessions in which they will be interviewed, are transmitted electronically to the HEQC.

It is important that interviewees are informed about the sessions in which they will be interviewed and, during the site visit, are directed to the appropriate venues for their interview session(s). They should be informed that they should enter the interview room only when directed to do so by the chairperson of the panel.

## **Catering arrangements**

In addition to the provision of coffee and tea making facilities in the plenary room (see Plenary room and break-away rooms above), the institution is requested to provide catering for a light luncheon on the day(s) of the site visit. Arrangements should be made for the luncheon to be served either in the plenary room or, preferably, in a venue that is not far from the plenary room. No alcoholic beverages should be served to panel members during the site visit, and the HEQC will notify the institution of any panel member's special dietary requirements once the panel has been appointed.

## **POST SITE VISIT REQUIREMENTS**

Immediately after the site visit has been concluded, the site visit coordinator should ensure that:

- The post-site visit evaluation form (see Annexure A) is completed and returned promptly to the HEQC.
- Any boxes with documents required by the HEQC are couriered to the HEQC, without delay, at the end of the site visit.
- A list of all evidence tabled should be given to the chairperson.
- A list of all persons interviewed should be given to the chairperson.

## **CONFIDENTIALITY AND ETHICAL GUIDELINES**

### **Confidentiality**

Programme evaluations, including site visits, provide the HEQC and its panels with much institutional information. Such information will be used only for the purpose for which it was obtained in relation to the evaluation. All material, including institutional submissions, will be treated as confidential by the HEQC and its panels. In order to ensure that confidentiality is preserved, the HEQC monitors strictly the dissemination and filing of information obtained, as well as making the necessary arrangements for the destruction of confidential information from institutions, when it is no longer required by the HEQC. Panel members and other evaluators are required to sign an undertaking that they will treat all evaluation documentation as confidential and will return all specified documentation to the HEQC by a stipulated date.

In addition, all evaluators and panel members are required to abide by the CHE's *Code of Ethics* and are required to sign both a legally-binding confidentiality agreement and a

disclosure form. The *Code of Ethics* may be accessed on the CHE's website (<http://www.che.ac.za>).

### **Responsibilities of chairpersons**

During Accreditation and Coordination Directorate accreditation site visits, the chairperson serves as the agent of the HEQC. A chairperson is selected on the basis of demonstrated and recognized expertise relevant to a particular discipline, and is a trained evaluator. The roles and responsibilities of a chairperson are defined by the HEQC as follows:

1. The chairperson acts as the official conduit between the panel and the institution during an accreditation site visit.
2. It is the duty of a chairperson to ensure that all panel members are present at the designated times and are fully conversant with the documents, processes and procedures for a site visit.
3. The chairperson should ensure that all panel members have studied the institution's submission and accompanying documents distributed in advance, and have identified issues that need further investigation during the site visit.
4. The chairperson must ensure that all panel members are aware of the Code of Ethics (see above and Annexure A) and are aware of the confidentiality clause.
5. In the case of any panel member demonstrating unbecoming behaviour or being unprepared, or being involved in any incident which may bring disrepute to the HEQC, the responsibility of the chairperson is to bring this to the attention of the HEQC immediately and, if required, to document the incident.
6. In the case of any incident that may take place in the institution during the site visit, which may involve staff members accessing or tampering with panel members' evidence, notes or documents, the chairperson must report the incident to the HEQC immediately.
7. The chairperson is responsible for ensuring that, during panel briefing meetings and all other sessions, there is optimal usage of time and that tasks are allocated to all panel members on the basis of their expertise.

8. The chairperson is responsible for ensuring that changes to the site visit schedule during the visit are communicated to the institution in sufficient time for necessary arrangements to be made.
9. In formal interactions with the institution, staff members and other constituent groups, the chairperson must ensure that the purpose of the visit and the objectives of any given session are communicated clearly.
10. Requests for additional documentation or viewing of facilities must be made through the chairperson.
11. If the chairperson, for any reason, is not the designated report writer then he/she must ensure that the designated report writer for the panel receives the cooperation required to accomplish the task. To this end, the chairperson must ensure that the panel members discuss the report and contribute to the writing of the report. If the chairperson *is* the report writer (which typically is the case) then the report, copied electronically to all panel members, should reach the HEQC electronically within 3 days of the site visit.
12. In relation to accreditation decisions, the chairperson must ensure that agreement is reached during discussions and that each criterion is ranked by the panel, together with an overall recommendation for the programme as a whole.

### **Ethical guidelines for institutions**

In addition to the required compliance by evaluation panel members to the ethical and confidentiality requirements and standards of the CHE, the HEQC has drawn up a list of ethical guidelines, related to site visits, for which it seeks compliance by institutions. These guidelines are as follows:

1. It is the responsibility of each institution to facilitate a thorough and objective appraisal of its unit/ programme under review by the HEQC.
2. Institutions have the right to veto HEQC panel members only if it can be demonstrated, in writing, that a potential conflict of interests exists. The veto must be exercised with due responsibility (see earlier section on the Evaluator panel).

3. Any perceived inadequacies of HEQC procedures or processes should be reported by the institution at the time of their occurrence. This applies to the conduct of the site visit and/ or panel members and any incidents that may take place.
4. Institutions are not permitted to make contact with panel members prior to the site visit and after the site visit on issues related to the accreditation process.
5. Institutions or staff of the institutions are not allowed to try to influence the outcome of a site visit by making offers to panel members (see below).
6. In terms of HEQC policies, no gifts, awards or financial incentives may be offered to panel members during or after the site visit.
7. There should be no attempt to record proceedings of the panel or to tamper with documents belonging to panel members.
8. Institutions will be afforded the opportunity to select site visit dates for the HEQC evaluation panel. Once these are finalized, the institution is bound to host the site visit. In the eventuality of any unforeseen circumstances that may require a rescheduling, it is the responsibility of the institution to make contact immediately with the HEQC.
9. It is the responsibility of the institution to ensure that staff and students required to be present for the HEQC site visit are available at the relevant times and have been properly apprised of all the arrangements, venues, purpose and intent of the site visit.
10. Institutions must ensure that panel members are afforded access to all facilities and resources relevant to the programme(s). Arrangements in this regard must be made with the relevant personnel. Panel members must receive communication of these arrangements at the time of the site visit.
11. Guidelines for the Institutional Display must be adhered to by the institution. The institution has a responsibility to ensure that additional documentation requested by the HEQC prior to the site visit/ during the site visit, and in exceptional circumstances after the site visit, is made available.
12. It is the responsibility of the institution to ensure that information provided to the public and the HEQC is accurate and adequate.

13. It is the responsibility of the institution to ensure that all staff members and students are aware of the accreditation processes and possible outcomes of the accreditation. Information pertaining to accreditation must be made available to the public and internal staff and students.
14. It is the responsibility of the institution to ensure that information is not withheld from the panel or that there is no inadequate disclosure of information which compromises the work of the panel.
15. All information submitted for accreditation purposes or made available to the public/ staff/ students must be accurate and reflect the actual programmes and practices of the institution.
16. No photographs may be taken of panel members or the procedures of the panel during the site visit.

#### **SITE VISIT FEES**

Fees for the accreditation of *private providers* and each of their programmes, as well as for site visits, where applicable, are subject to change and current fee levels may be accessed via the CHE's website (<http://heqconline-1.che.ac.za/>).

These fees cover the administrative costs to the HEQC in processing applications, including payments to independent evaluators. Site visits are based on a cost recovery basis and private providers will be invoiced for the costs incurred by the HEQC for travel and accommodation expenses of panel members during a site visit. It must be noted that accreditation outcomes will be issued by the HEQC only on receipt of required payments.

Public institutions, operating outside the country, will be liable for the costs of the site visit, flights, accommodation and other administrative costs. These will be invoiced to the institution.

## **CONCLUDING NOTE**

If the institution's site visit coordinator (or the institution) experiences any difficulties in understanding the contents of this Manual, or is in need of further elaboration on any of the issues covered, contact should be made with the HEQC, through the institution's nominated HEQC contact person.

## ANNEXURE A : EXAMPLE OF POST-SITE VISIT EVALUATION FORM



### POST-SITE VISIT EVALUATION FORM

In order to improve its efficiency in conducting site visits, the HEQC would appreciate your comments with respect to how you experienced the conduct of the recent evaluation site visit at your institution.

Kindly complete the following evaluation and forward it to Ms Smit at email: [smit.r@che.ac.za](mailto:smit.r@che.ac.za)

Name of Institution: \_\_\_\_\_

Date of Site Visit: \_\_\_\_\_

**Please circle the appropriate response using the following likert-type scale:**

1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_ 4 \_\_\_\_\_ 5 \_\_\_\_\_

Not good at all

Somewhat good

Very good

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1. Guidance from the HEQC regarding the site visit | 1 | 2 | 3 | 4 | 5 |
| 2. Receipt of relevant documentation from the HEQC | 1 | 2 | 3 | 4 | 5 |
| 3. Communication in general with the HEQC          | 1 | 2 | 3 | 4 | 5 |
| 4. Punctuality of the evaluators                   | 1 | 2 | 3 | 4 | 5 |
| 5. Professionalism of the evaluators               | 1 | 2 | 3 | 4 | 5 |

**Comments and recommendations** (If the space below is insufficient, feel free to write additional comments on a separate sheet)

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## ANNEXURE B : EXAMPLE OF A SITE VISIT SCHEDULE

TIME	SESSION	ACTIVITIES
8.00 – 8.30	Meeting with Management and finalize organization of the activities for the day	<ol style="list-style-type: none"> <li>1. Chair of the panel of evaluators introduces the panel to the Management of the institution.</li> <li>2. Chair confirms time schedule and venues.</li> <li>3. The Chair outlines the conduct of the site evaluation.</li> <li>4. The Chair requests a courtesy visit at the end of the day to outline the post site evaluation steps.</li> </ol>
8.30 – 9:30	Introductions and Overview	<ol style="list-style-type: none"> <li>1. Evaluators meet with institution head, senior management and programme management and brief them about the purpose, schedule and arrangements for the institutional evaluation.</li> <li>2. Institution head provides an overview of institution’s structure, programme offerings, student numbers, staff (academic and non academic) and infrastructure (buildings, lecture rooms, laboratories, computer facilities, library, sports grounds, student common areas etc.). The presentation should not last more than 30 minutes. The evaluators should use the balance of the time to clarify issues regarding the presentation and follow up issues that arose during the preliminary evaluations of the “institution’s paper submissions” to HEQC.</li> </ol>
9.30 – 11.00	Examination of Programme Materials	<ol style="list-style-type: none"> <li>1. Evaluators examine the institutional and programme material display and demonstrations.</li> <li>2. Institutional head or appointee to be available to provide supporting information that may assist evaluators with queries regarding the display or demonstrations.</li> <li>3. Tea and coffee should be served to institutional evaluators during this session.</li> </ol>

11.00 – 11.45	Tour of Programme facilities	<ol style="list-style-type: none"> <li>1. Institutional head or appointee to arrange tour and demonstrations of the appropriate institutional programme facilities such as lecture rooms, laboratories, and resource centres, computers, libraries etc.</li> <li>2. Evaluators to evaluate the adequacy of the facilities to support the delivery of quality higher education programmes.</li> </ol>
11.45 – 12.15	Interview with Academic staff	<ol style="list-style-type: none"> <li>1. Evaluators to interview both full-time and part-time academic staff. The institutional head to provide a list of academic staff of the institution and evaluators will select an appropriate mix of senior, junior, part-time, full-time staff from different programme areas. The list should provide the name, qualifications, teaching load, full-time/part-time, number of years employed by institution, higher education teaching experience and designation level (junior, senior lecturer or head of department) for each member.</li> <li>2. Selected full-time academic staff and available part-time academic staff to be interviewed as a focus group.</li> <li>3. All full-time academic staff and some part-time academic staff must be available for the interview.</li> </ol>
12.15 – 13.00	Support staff Interview	<ol style="list-style-type: none"> <li>1. Evaluators to interview administrative, support and technical staff. At least six to eight full-time and part-time staff need to be identified and be available for the interview. The evaluators will decide which of the identified staff to interview.</li> <li>2. All administrative, support and technical staff selected by the evaluators will be interviewed as a focus group.</li> </ol>

13.00 – 13.45	Lunch	Lunch
13.45 – 14.30	Report Writing	1. Evaluators to complete all evaluation forms.
14.30 – 15.00	Meeting with the institutional Management	<ol style="list-style-type: none"> <li>1. Evaluators meet with senior management.</li> <li>2. Chair of panel informs management about next steps of the accreditation process and thank them for organizing the site visit.</li> </ol>