



THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF EDUCATION, SCIENCE
AND TECHNOLOGY



TANZANIA COMMISSION FOR UNIVERSITIES



STRENGTHENING ACADEMIC GOVERNANCE, QUALITY ASSURANCE AND INSTITUTIONAL ACCOUNTABILITY

Online Capacity Development Programme for Heads of Academic
Departments in University Institutions on Leadership Roles and
Responsibilities in Academic Governance, Quality Assurance and
Institutional Accountability



03rd November 2026





THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF EDUCATION, SCIENCE
AND TECHNOLOGY



TANZANIA COMMISSION FOR UNIVERSITIES



STRENGTHENING ACADEMIC GOVERNANCE, QUALITY ASSURANCE AND INSTITUTIONAL ACCOUNTABILITY

**Online Capacity Development Programme for Heads of Academic
Departments in University Institutions on Leadership Roles and
Responsibilities in Academic Governance, Quality Assurance and
Institutional Accountability**



03rd November 2026



CONTENTS

01	Introduction	iv
02	Programme	vi
03	University Governance in Practice: Roles, Institutional Linkages and Accountability in Academic Decision-Making	1
04	Quality Assurance in Practice: Academic Standards, Compliance and Continuous Improvement	5
05	Academic Programme Development and Accreditation: Regulatory Standards and Compliance Requirements	7
06	Student Admissions, Registration and Academic Progression in Practice: Governance and Quality Assurance Considerations	9
07	Academic Staff Recruitment, Development and Promotion in Practice: Governance and Quality Assurance Considerations	13

Introduction

The Tanzania Commission for Universities (TCU) has organised a one-day capacity development webinar for Heads of Academic Departments to strengthen their capacity to discharge their responsibilities in university governance, academic decision-making, quality assurance and regulatory compliance. Heads of Academic Departments play a critical role in maintaining academic standards, coordinating programme delivery, managing academic staff and monitoring student academic performance. Effective execution of these responsibilities requires sound institutional governance, evidence-based decision-making and consistent application of prescribed standards and regulations.

The programme comprises three lectures and two practical sessions, providing a logical progression from university governance and accountability to quality assurance practices, regulatory compliance and practical departmental management. The lectures will cover university governance and academic decision-making, quality assurance and continuous improvement, and regulatory requirements for academic programme development, accreditation and re-accreditation. The practical sessions will focus on student admissions, registration and academic progression, as well as academic staff recruitment, development, performance appraisal and promotion.

The programme will adopt a participatory approach, drawing on institutional experiences, practical illustrations and case studies to demonstrate the application of governance principles and quality assurance requirements in day-to-day departmental operations. Participants will be encouraged to examine institutional decision-making procedures, identify common operational and compliance challenges, and propose appropriate corrective measures. By the end of the programme, participants are expected to be better equipped to exercise their responsibilities, support informed academic decisions, maintain academic standards and contribute to institutional quality assurance and continuous improvement.

GUEST OF HONOUR



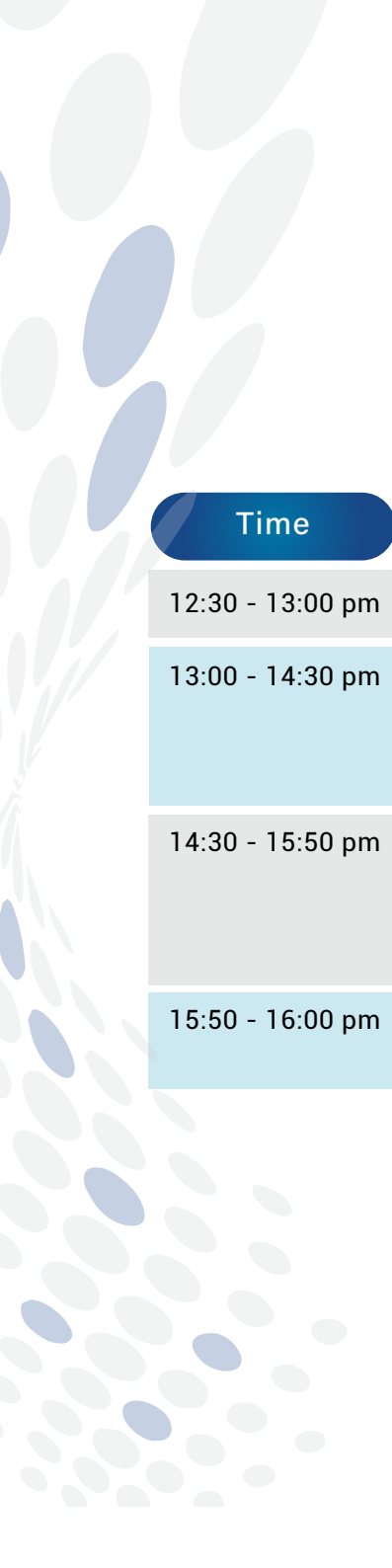
PROF. LUGHANO KUSILUKA

TCU Vice Chairperson and Vice Chancellor - UDOM

Programme

Mode of Delivery: Online

Time	Session	Responsible
08:30 - 08:45 am	Opening Remarks	Prof. Lughano Kusiluka, TCU Vice Chairperson and Vice Chancellor – University of Dodoma
08:45 - 09:00 am	Webinar Objectives and Programme Overview	Dr. Telemu Kassile, Director of Accreditation - TCU
09:00 - 10:00 am	Presentation 1: University Governance in Practice: Roles, Institutional Linkages and Accountability in Academic Decision-Making	Prof. Idrissa Mshoro, Former Vice Chancellor – Ardhi University
10:00 - 11:00 am	Presentation 2: Quality Assurance in Practice: Academic Standards, Compliance and Continuous Improvement	Prof. Charles Kihampa, Executive Secretary - TCU
11:00 - 12:30 pm	Presentation 3: Academic Programme Development and Accreditation: Regulatory Standards and Compliance Requirements	Dr. Telemu Kassile, Director of Accreditation - TCU



Time	Session	Responsible
12:30 - 13:00 pm	Health Break	All Participants
13:00 - 14:30 pm	Practical Session 1: Student Admissions, Registration and Academic Progression in Practice: Governance and Quality Assurance Considerations	Dr. Joan Munissi, Director of Undergraduate Studies – University of Dar es Salaam
14:30 - 15:50 pm	Practical Session 2: Academic Staff Recruitment, Development and Promotion in Practice: Governance and Quality Assurance Considerations	Prof. Allen Mushi, Deputy Vice Chancellor Planning, Finance and Administration - Mzumbe University
15:50 - 16:00 pm	Closing Remarks and Way Forward	Prof. Charles Kihampa, Executive Secretary – TCU

University Governance in Practice: Roles, Institutional Linkages and Accountability in Academic Decision-Making

The discussion aims to enhance Heads of Academic Departments' ability to discharge their roles, responsibilities and obligations in university governance and academic decision-making. It will strengthen their understanding of how academic decisions are initiated at departmental level, considered by Faculty/School Boards and Senate, and referred to the University Council where necessary, as well as how such decisions are communicated, implemented and monitored. Emphasis will be placed on the role of Heads of Academic Departments as active participants in university governance and academic decision-making, rather than



Prof. Idrissa Mshoro

Former Vice Chancellor – Ardhi University

merely implementers of decisions made by higher authorities.

Key Areas

1. **Roles and Responsibilities:** Mandates and responsibilities of Heads of Departments, Faculty/School Boards, Senate and University Council.
2. **Institutional Linkages:** Relationships, coordination and communication among university governance organs.
3. **Academic Decision-Making:** Authority and procedures for initiating, recommending, approving, implementing and monitoring academic decisions, including delegated powers.
4. **Accountability:** Obligations of governance organs and responsible officers to justify and take responsibility for their decisions, actions and outcomes.

Practical Illustrations

The discussion will use practical examples involving academic programme development and approval, student admissions and progression, academic staff recruitment and

promotion, and compliance with quality assurance requirements to illustrate the roles and accountability of different governance organs, with particular emphasis on the following:

- **University Council:** Provides institutional oversight and strategic direction, makes decisions reserved to it under applicable instruments, and is accountable for oversight of the integrity and quality of academic decisions.



- **Senate:** Serves as the principal academic authority responsible for academic policies, standards and decisions within its mandate.
- **Faculty/School Boards:** Scrutinise, coordinate and make recommendations on academic matters, and are accountable for decisions and recommendations within their mandates.
- **Departments:** Identify academic needs, initiate proposals, manage academic programme delivery and report on outcomes.
- **Decision-Making Authority:** Distinguish between the authority to recommend, approve, implement and review decisions, recognising that not all matters require Council approval.
- **Regulatory and Institutional Frameworks:** Apply relevant institutional statutes, charters, regulations, schemes of delegation and recorded decisions.
- **Accountability:** Emphasise the importance of documenting supporting evidence, reasons for decisions, approvals, implementation and follow-up actions.



Quality Assurance in Practice: Academic Standards, Compliance and Continuous Improvement

The presentation aims to strengthen the capacity of Heads of Academic Departments to apply quality assurance requirements in maintaining academic standards and ensuring compliance at departmental level. It will focus on their responsibilities in curriculum development and delivery, academic staffing, teaching and learning, student assessment, monitoring of academic performance, compliance with regulatory standards and continuous quality improvement. Emphasis will be placed on translating governance responsibilities into practical quality assurance measures in the day-to-day management of academic departments.



Prof. Charles Kihampa

Executive Secretary - TCU

Practical Illustrations

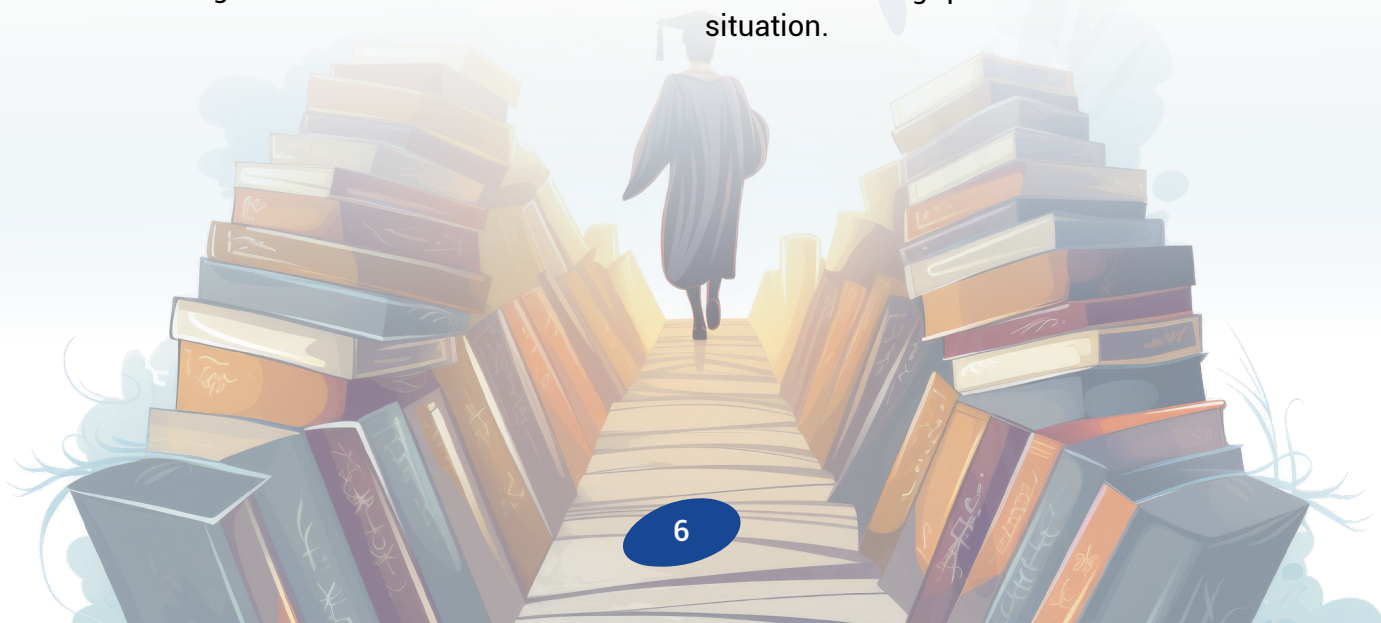
The discussion will demonstrate how institutional and national quality assurance requirements are translated into routine departmental practices, with particular emphasis on the following:

- **Programme Delivery:** Alignment of curricula, learning outcomes, teaching methods and student assessments.
- **Academic Staffing:** Staff qualifications, workload, deployment, staff–student ratios and professional development needs.
- **Learning Environment:** Adequacy of classrooms, laboratories, libraries, clinical/practical placements and digital learning resources.

- **Student Outcomes:** Academic progression, retention, assessment integrity, programme completion and student feedback.
- **Quality Assurance Cycle:** Setting standards, collecting evidence, identifying gaps, implementing corrective measures and verifying improvements.
- **Departmental Documentation:** Maintenance of minutes, staffing matrices, course files, assessment moderation records, student records and improvement logs.

Discussion Prompt

A programme enrolls students beyond its approved admission capacity while the number of academic staff remains unchanged. Participants will identify the immediate corrective measures, supporting evidence required and appropriate institutional decision-making procedures to address the situation.



Academic Programme Development and Accreditation: Regulatory Standards and Compliance Requirements

The presentation aims to strengthen the capacity of Heads of Academic Departments to apply regulatory requirements and prescribed standards in academic programme development, approval, accreditation and re-accreditation. It will focus on institutional responsibilities, regulatory procedures, compliance obligations and common areas of non-compliance throughout the programme lifecycle. Emphasis will be placed on ensuring that academic programmes are properly developed, approved, accredited, delivered, reviewed and re-accredited in accordance with applicable regulatory requirements and quality assurance standards.



Dr. Telemu Kassile

Director of Accreditation - TCU

Practical Illustrations

The discussion will demonstrate the regulatory procedures, institutional responsibilities and supporting evidence required before and during programme delivery, with particular emphasis on the following:

- **Programme Development:** Establishing programme demand, relevance, benchmarking, intended learning outcomes and resource feasibility.
- **Internal Approval:** Securing appropriate consideration and approval at departmental, Faculty/School Board and Senate levels.
- **Regulatory Accreditation:** Submitting complete documentation for TCU assessment and obtaining accreditation before offering the programme.
- **Programme Readiness:** Demonstrating the availability of qualified academic staff, adequate infrastructure, learning resources and practical training arrangements.
- **Programme Implementation:** Delivering accredited programmes in accordance

with approved curricula, conditions, admission capacities and locations.

- **Programme Review and Re-accreditation:** Conducting systematic programme reviews, incorporating stakeholder feedback and tracer study findings, and submitting applications for re-accreditation within prescribed timelines.
- **Common Areas of Non-compliance:** Incomplete institutional approvals, unverified academic staff, inadequate resources, unsupported admission capacities and substantial curriculum changes without the required regulatory approval.

Clarification Point

The discussion will clearly distinguish institutional approval from regulatory accreditation and clarify the applicable legal instruments, prescribed standards, procedures, documentation requirements and timelines for programme accreditation and re-accreditation.

Student Admissions, Registration and Academic Progression in Practice: Governance and Quality Assurance Considerations

The session aims to strengthen the capacity of Heads of Academic Departments to apply university governance principles, quality assurance requirements and prescribed academic standards in managing student admissions, registration and academic progression. Through institutional experiences and case studies, it will demonstrate how admission capacities are determined and approved, students are admitted and registered, and academic progression is managed, including maximum registration periods, discontinuation and graduation eligibility. Emphasis will be placed on practical institutional procedures, decision-making



Dr. Joan Munissi

Director of Undergraduate Studies –
University of Dar es Salaam

with applicable regulations and standards, and common operational challenges throughout the student academic lifecycle.

Practical Case Studies

The session will use institutional experiences and practical cases to demonstrate how universities apply approved admission, registration and progression requirements while maintaining academic standards, with particular emphasis on the following:

- **Admission Capacity:** Procedures for determining, reviewing and approving programme admission capacities, taking into account qualified academic staff, infrastructure, learning resources, practical training facilities and prescribed quality assurance standards.
- **Student Admissions:** Verification of entry qualifications, selection procedures, compliance with approved admission capacities and institutional approval processes.
- **Student Registration:** Verification of academic credentials, registration deadlines, maintenance of student records and accuracy of information submitted to university information management systems.
- **Academic Progression:** Application of assessment results, supplementary examinations, repeat requirements, academic standing and procedures for making progression decisions.
- **Maximum Registration Period:** Determining and enforcing the maximum permissible registration period under applicable university regulations, including procedures for granting extensions where permitted.
- **Discontinuation and Graduation Eligibility:** Application of prescribed academic requirements and procedures for determining discontinuation and eligibility for graduation.
- **Exceptions and Appeals:** Handling exceptional cases and academic appeals through appropriate governance structures, supported by documentary evidence, delegated authority and procedural fairness.
- **Student Records Management:** Reconciliation of student information maintained by departments, Faculty/School



Boards, university registries and institutional information management systems.

Case Study Approach

The facilitator will present actual or anonymised institutional cases requiring participants to identify applicable regulations and standards, determine the appropriate decisions and responsible governance organs, and propose corrective measures where non-compliance is identified. Particular attention will be given to demonstrating how decisions are initiated, reviewed, approved, communicated and implemented within the university governance framework.

Case exercise: Maximum period of registration

A student has not completed the programme within the normal duration and requests additional time. In groups: (1) identify the governing regulation and maximum permissible period; (2) verify registration and progression history; (3) identify the recommending and approving organs; (4) record a reasoned decision and communicate the outcome.

Expected output: one-page decision pathway showing rule, evidence, responsible organ, decision and follow-up.



Academic Staff Recruitment, Development and Promotion in Practice: Governance and Quality Assurance Considerations

The session aims to strengthen the capacity of Heads of Academic Departments to apply university governance principles and quality assurance requirements in academic staff recruitment, development, performance appraisal and promotion. Through institutional experiences and case studies, it will demonstrate how staffing needs are identified, recruitment processes initiated, staff workloads allocated, professional development facilitated, performance appraised and academic promotions processed. Emphasis will be placed on the responsibilities of Heads of Academic Departments in initiating and participating in these processes, the respective



Prof. Allen Mushi

Deputy Vice Chancellor Planning, Finance and
Administration - Mzumbe University

mandates of institutional governance organs, and the implications of staffing decisions for academic quality and compliance with prescribed standards.

Practical Case Studies

The session will use institutional experiences and practical cases to demonstrate how universities make evidence-based academic staffing decisions in accordance with established governance procedures and quality assurance requirements, with particular emphasis on the following:

- **Academic Staffing Plans:** Identifying staffing gaps by discipline, assessing teaching workloads, staff–student ratios, succession needs and budgetary implications.
- **Staff Recruitment:** Justifying staffing requirements, applying prescribed qualifications and recruitment procedures, and distinguishing departmental responsibilities from those of the appointing authorities.
- **Staff Induction and Development:**

Implementing induction, mentoring, pedagogical training, research supervision development, professional qualifications and annual staff development plans.

- **Performance Appraisal:** Assessing academic staff performance using objective criteria and evidence of teaching, research and community service, including measures for addressing identified performance gaps.
- **Academic Staff Promotion:** Applying prescribed eligibility requirements, transparent promotion criteria, peer review procedures and approval processes through the competent institutional authorities.
- **Regulatory Compliance:** Maintaining accurate academic staff records, verifying employment and contract status, ensuring appropriate staff deployment and compliance with professional requirements, where applicable, and preventing double counting of academic staff.

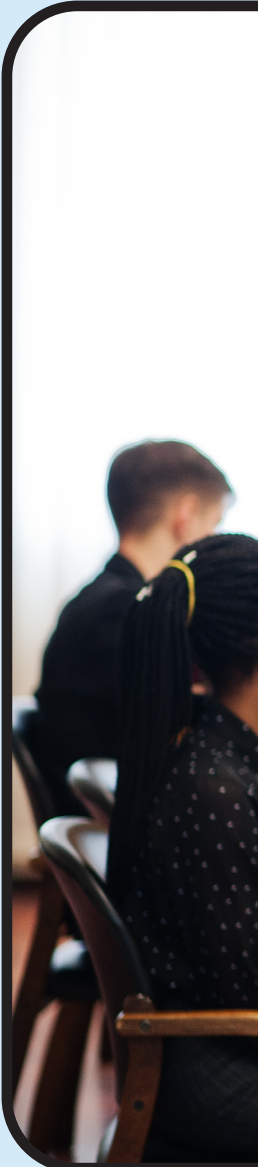
Case Study Approach

The facilitator will present actual or anonymised institutional cases requiring participants to assess staffing needs, identify applicable institutional procedures and quality assurance standards, determine the responsibilities of Heads of Academic Departments and relevant governance organs, and recommend appropriate actions. Particular attention will be given to demonstrating how staffing decisions are initiated, reviewed, approved and implemented within the university governance framework.

Case exercise: Recruitment and promotion

A Department requests two new lecturers to support a growing programme, while an existing lecturer seeks promotion. Identify: (1) evidence supporting the staffing request; (2) governance and approval steps; (3) applicable promotion criteria and assessment evidence; and (4) implications for programme quality.

Expected output: short staffing action matrix showing need, evidence, responsible organ, approval and timeline.





WHO WE ARE

The Tanzania Commission for Universities (TCU) is a government agency which was established on the 1st July 2005, under the Universities Act, Cap. 346 R.E 2023 with a legal mandate to recognise, register and accredit universities in Tanzania. It also regulates local or foreign university-level programmes, coordinates the proper functioning of universities and ensures a harmonised higher education system in the country.

TCU succeeded the then Higher Education Accreditation Council (HEAC), which was established in 1995 under the Education Act, 1995. The HEAC had a mandate to regulate the establishment and accreditation of private universities. Being limited only to private universities, such mandate was considered unfavourable for the promotion of a viable public-private partnership in higher education.

To address this, the government created a unified and harmonised higher education system under the TCU. To ensure such a system does not compromise institutional peculiarities and autonomy, each university is vested with the legal right to operate under its charter. The TCU implements the National Education Policy through its functions which can be clustered into three major areas:

- 1. Regulatory Function:** Ensures quality assurance by evaluating universities, programmes, and systems. Validates programmes, accredits institutions, and evaluates university awards for use in Tanzania.



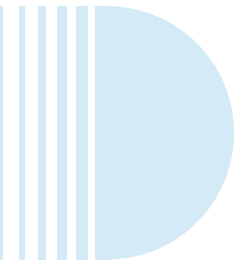


- 2. Advisory Function:** Advises the government and public on university education, policy formulation, and international higher education issues.
- 3. Supportive Function:** Coordinates university operations, students' admissions, and provides training in areas like quality assurance, leadership, entrepreneurship, and resource mobilisation.

Over the years, the Commission has made significant progress in upholding standards,

ensuring quality, and maintaining the relevance of university education, training, and research. It remains committed to integrating quality assurance practices into higher education, fostering continuous improvement in universities and academic programmes.

TCU is a member of Inter-University Council of East Africa (IUCEA) and African Quality Assurance Network (AfriQAN).



CONTACT US

TCU Headquarters Office Building

Plot No. 56/4, Block E,
Kisasa Area B, Ilazo Road, 2 TCU Street, 41220 Nzuguni,
P. O. Box 2600,
DODOMA.

TCU Office - Dar es Salaam

Ministry of Education, Science and Technology Building,
7 Magogoni Street 11479,
P. O. Box 6562,
DAR ES SALAAM.

Tel: +255 (0)26 2161560; +255 (0)26 2161561

E-mail: es@tcu.go.tz

Website: www.tcu.go.tz

