



GHANA TERTIARY EDUCATION COMMISSION

Driving a World Class Tertiary Education System for National Development

POLICY GUIDELINES

Criteria for the Establishment of Non-Teaching Units

Directorates/Divisions · Departments/Sub-divisions · Units/Sections

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Ghana Tertiary Education Commission

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Introduction

The Ghana Tertiary Education Commission (GTEC), consistent with its regulatory mandate to ensure cost-effectiveness and efficiency in the operations of tertiary education institutions, has approved minimum criteria for establishing non-teaching (administrative and support) units. The criteria were communicated to all institutions by circular dated 14 March 2025.

Applies to: all tertiary education institutions in Ghana.

Covers: the establishment of Directorates/Divisions, Departments/Sub-divisions and Units/Sections.

Application requirement: institutions must complete the self-evaluation instrument (set out in this document) to help the Commission make informed decisions on each request. A soft copy can be downloaded from www.gtec.edu.gh.

Requirements at a glance

Unit	Structural base	Full-time core staff	Head and minimum rank	Support staff
Directorate/Division	At least 3 specialised departments, or at least 2 specialised departments and 1 specialised unit, each led by a qualified Head	At least 7 per department	Director/Divisional Head: Deputy Registrar, Deputy Finance Officer or equivalent rank	1 administrative and 1 technical per department; plus 1 Administrator (at least Junior Assistant Registrar) and at least 1 administrative and 1 technical staff
Department/Sub-division	At least 2 specialised units, each led by a qualified Head of Unit; or at least 3 key services, each managed by a schedule officer	At least 7 in the Department; at least 3 per unit	Head of Department: Senior Assistant Registrar, Senior Accountant or equivalent rank	At least 1 administrative and 1 technical
Unit/Section	Oversees or delivers at least 2 key services or initiatives	At least 3	Head of Unit: Assistant Registrar, Accountant, Medical Officer, Legal Officer, Engineer or analogous rank	—

Detailed criteria

1. Directorate/Division

A Directorate or Division must meet all of the following:

1. Comprise at least three (3) specialised departments, each led by a qualified Head of Department, or at least two (2) specialised departments and one (1) specialised unit. Each department must have at least seven (7) full-time core employees with professional and/or academic qualifications relevant to the Directorate/Division.
2. At least one (1) employee must be of the rank of **Deputy Registrar, Deputy Finance Officer** or an equivalent rank.
3. A Deputy Registrar, Deputy Finance Officer or a staff member of an analogous rank shall serve as the **Director or Divisional Head** to provide leadership.
4. The Directorate must have at least **one administrative support staff and one technical support staff per department** to facilitate general operations.

5. The Directorate/Division must include **one Administrator** (at least of the rank of Junior Assistant Registrar) and at least **one (1) administrative and one (1) technical staff**.

2. Department/Sub-division

A Department/Sub-division must meet all of the following:

1. Have at least two (2) specialised units delivering key services, each led by a qualified **Head of Unit**, or provide at least three (3) key services, each managed by a **schedule officer**.
2. Each unit must have at least **three (3) full-time core staff** with professional and/or academic qualifications relevant to the Department.
3. The Department must have at least **seven (7) full-time core staff** with the necessary qualifications.
4. One of the core staff must hold at least the rank of **Senior Assistant Registrar, Senior Accountant** or an equivalent rank and shall serve as the **Head of Department (HOD)**.
5. The Department must include at least **one administrative support staff and one technical support staff** to ensure efficient operations.

3. Unit/Section

A Unit/Section must meet all of the following:

1. Oversee or deliver at least **two (2) key services or initiatives**.
2. Have at least **three (3) full-time core employees** with relevant professional and/or academic qualifications.
3. One of the core employees must hold at least the rank of **Assistant Registrar, Accountant, Medical Officer, Legal Officer, Engineer** or an analogous rank and shall serve as the **Head of Unit**.

Format for application to create a non-teaching unit

Every application must follow the structured protocol below, so that new non-teaching units align with institutional goals and contribute effectively to the university's operations.

i. Needs assessment

- What specific gap or problem will the proposed office address?
- Is there demonstrable demand from students, staff, faculty or external stakeholders?
- Are there supporting data or surveys indicating the need for the directorate/department/unit?

ii. Alignment with institutional goals

Objective: ensure the proposed non-teaching unit supports the university's strategic objectives.

- Clearly define how the unit's functions align with the university's mission and long-term development plan.
- Indicate how the proposed establishment is catered for in the university's strategic plan.
- Outline specific goals that contribute to institutional growth and student success.

iii. Functions and responsibilities

- What services, programmes or resources will the unit provide?
- Are similar services currently offered by other units? If so, how will the new unit enhance or complement existing functions?
- Provide a detailed description of the unit's functions, including administrative support, student services and research facilitation.
- Define the reporting relationships and accountability structures within the university's governance framework.

iv. Resource allocation and sustainability

- What are the initial and ongoing resource requirements (staffing, budget, facilities, technology, infrastructure)?
- Is there a sustainable funding plan (internal allocations, grants, partnerships, fees)?
- How will the unit ensure long-term financial sustainability?
- Submit a proposed budget for the unit for the next five (5) years and indicate how it is catered for in the university's current approved budget.

v. Staffing criteria

Answer this section against the GTEC staffing requirements for non-teaching units set out above.

- Establish minimum qualifications for leadership positions (relevant experience, educational background).
- Identify experienced and qualified personnel to lead and staff the unit.
- Clearly define roles and responsibilities for all personnel to ensure operational efficiency.
- Provide opportunities for ongoing professional development to enhance staff expertise.
- Provide staffing information in the table below.

Name of staff	Sex	Full-time	Part-time	Qualifications (academic and professional)	Area of specialisation	Rank / years of relevant experience	Offices held

Note: In the qualifications column, state all **earned** degree-level and equivalent qualifications, starting from the **highest**, giving the title of the qualification, the awarding institution, the year of award and the place of award for each. This information may be attached as an appendix.

vi. Governance and organisational structure

- Where will the directorate/department/unit fit within the university's existing structure?
- Who will oversee it, and how will it coordinate with academic and non-teaching units?

vii. Impact and measurable outcomes

- What are the expected measurable outcomes (student retention rates, satisfaction scores, community partnerships)?
- How will the unit's impact be assessed and reported?
- Define key performance indicators (KPIs) for evaluating success.

viii. Interdisciplinary collaboration opportunities

- State how the unit will foster collaboration across academic and non-teaching units.
- Indicate the opportunities to integrate the unit's work with research, teaching or community engagement.