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Case Study on Governance in Southern African Universities:

Results of Interviews

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Outline of Presentation

1. Introduction to University Governance
2. Case Study on Governance
3. Governance Findings
4. Issues for Discussion

1. Introduction to University Governance

- Governance refers to the way a univ is formally organised or managed i.e. structures/processes that come into play in running a univ
- Governance can be external or internal
- External Governance: external bodies/processes that a univ relates or be accountable to in its operation e.g. Ministry of HE, Council/Commission for HE, National QA/Accreditation agency, Director of Audit, etc.
- Internal Governance: internal bodies/processes involved in running a univ e.g. Council and its Chair, Senate, Vice-Chancellor, etc.
- The governance structures and the role and functions of the various bodies are defined in the institution's Act & Statutes

2. Case Study on Governance (1)

- Current Case Study looks mainly at one aspect of internal governance: the operation of Council and its committees
- Compares how structure and operation of Council differ in various SADC public univs
- Identifies challenges in operation of Council & its committees
- Looks at the role of Council in implementing the univ's Strategic Plan (SP)
- Examines whether governance challenges identified in the SP and if so whether they are being addressed
- Main documents used: Act/Statutes governing the institution and SP (where available)
- Structured interviews in some cases

2. Case Study on Governance (2)

Selected Public Universities for Case Study

University	Person Interviewed	Documents Available
1. Botswana Univ of S&T (<i>new university</i>)	Mrs C. O. Sekga, Director Legal Services	BIUST Act 2006 (no SP)
2. National Univ of Lesotho	Prof S. Siverts, VC	NUL Order 1992 & Act 2002. SP (2007-12)
3. Univ of Malawi (<i>federal, collegiate structure</i>)	Dr E. Fabiano, VC	Uni of Malawi Act 1998 SP (2012-17)
4. Univ of Venda, South Africa	Prof P. Mbatlana, VC	Univ of Venda Statute 2005. SP (2009-13)
5. Mzuzu Univ, Malawi	Mr Y. Ngwira to present	SP (2010-15)
6. Zimbabwe Open Univ	Mr D. Ndudzo	SP (2010-14)
7. National Uni of S&T, Zimbabwe	-----	SP (2011-15)

3. Governance Findings (1)

Governing Legislation			
Current Act to be amended & aligned with existing HE Act	Single Act for all HEIs being approved. Existing legislation may be repealed	Legislation made in pursuance of existing HE Act	Independent Act
Council Membership			
27, majority internal	23, 14 (61%) external	28-30, 60% external	18, 7 (39%) external
Appointment of Chair of Council			
By Council members	By country's President	Elected by Council	By country's President
Appointment of External Members of Council			
?	6 by Minister, 7 by Chancellor on Council's recommendation	5 by Minister, 2 by local government	2 by Chancellor, 2 representing Ministries

3. Governance Findings (2)

Term of Office of Non-Ex-Officio Members			
3 yrs, not always renewable	3 yrs, eligible for re-appointment for 2 more terms	4 yrs (no mention of re-appointment)	2 yrs, re-appointment for further 2 terms
Quorum for Council			
?	50%	50% +1	1/3 of members
Orientation of New Members			
None, also no declaration of interest	Performance contract for each member. Manual of operation for members developed.	When significant new members, wkshop held to sensitise members of their role & responsibility	No mention made

3. Governance Findings (3)

Appointment of VC			
?	By Minister on recommendation of joint Senate & Council cmttee	By Council on recommendation of search cmttee, which takes into account views of Senate & Institutnl Forum	By Council on recommendation of joint Senate & Council cmttee
Council Committees			
<ul style="list-style-type: none"> -Finance -Management <i>Also joint Council & Senate cmttees:</i> -Development -Academic Apptmt - Non-academic Apptmnt - Academic Hons 	<ul style="list-style-type: none"> -Audit & Finance -Infrastructure & Procurement -Human Resources -Academic Staff & Promotions 	<ul style="list-style-type: none"> -Convocation -Finance -Audit -Student Affairs -Human Resources (inc appointments & promotions) -Tender - Institutional Form (<i>advisory</i>) 	<ul style="list-style-type: none"> -Finance -Audit -Appointments (inc promotions & disciplinary matters)

3. Governance Findings (4)

Strategic Plan			
2007-2012	Not prepared yet	2009-2013 New SP 2012-2017 already prepared	1st SP: 2005-2010 New SP: 2012-2017, effective March 2012
Governance Issues in Strategic Plan			
<ul style="list-style-type: none"> - To restructure Cmttee system - To review legal framework 	--	<ul style="list-style-type: none"> -None, but streamlining governance & management cmttees & need for planning mentioned under SWOT -None in new SP 	<ul style="list-style-type: none"> -Enhance governance structure -Set criteria for merging or closing academic units -Evaluate implementation of SP

3. Governance Findings (5)

Council's Involvement in Implementing Strategic Plan

No mention made	--	-Not directly involved, regular reporting by VC - End of year meeting of all internal stakeholders to review progress	Central Implementation Cmttee to which other ICs to report regularly. -Annual meeting planned for all ICs. -Too soon to report progress.
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3. Governance Findings (6)

Specific Issues Mentioned by Institutions:

- Clarity in Mandates & Roles:
 - Mandate of Council is not very clear
 - Roles of Council, Senate & management (VC) not clear, need to be clarified to allow greater flexibility & prompt action
- Accountability
 - One reason for blurring of responsibilities is because Council members are now accountable in all matters related to university
 - University essentially run by committees, so no clear accountability lines e.g. in case of disciplinary matters
 - University increasingly being asked to be accountable to Ministry e.g. using government auditor or reporting as per specified template in accordance with strategic objectives
- Autonomy
 - Government decides on creation of Faculties/Departments

4. Issues for Discussion (1)

- Terms of Reference
 - In your university, are TOR of Council & Senate clear? Any overlap?
- Composition
 - What is the optimum size of Council?
 - What proportion should be external members?
 - Who should appoint Chairman of Council?
 - What should be the period of appointment? Renewable?
- Operation
 - What should be the frequency of Council meetings?
 - What should be the quorum for Council?
 - Should new members undergo an orientation?
 - Should Council have a say in academic matters?
 - Which matters should Council not get involved in?

4. Issues for Discussion (2)

- Remuneration
 - Who should decide on remuneration of Council members?
- Committees
 - Which specific committees should operate under Council?
 - Should some of these also include Senate members? Which ones?
- Appointment of Vice-Chancellor
 - How should the VC be appointed?
 - What should be the role of Council in the appointment?
- Strategic Plan
 - Should Council be involved in preparation of the SP?
 - Should Council monitor the implementation and progress of the SP?
 - How?



THANK YOU