



Institutional Forums

NMMU May 2006

Four Key Issues

- 1. Institutional Governance**
- 2. Overview of 3 Western Cape Institutions**
- 3. Lessons**
- 4. Tasks**



Co-Operative Governance

- 1. No single actor can drive and manage transformation**
- 2. Competing and complimentary interests**
- 3. Balance participation and effectiveness**



Study on Co-operative Governance (2001)



- 1. Silence About Role of Management**
 - different models emerging
- 2. Who Drives Change?**
 - top driven vs consultative change
- 3. Weak Student /Staff Participation**
- 4. Undefined/contested Role of IF**



DEPARTMENT OF EDUCATION

LEADERSHIP STYLES



CHED

1. MANAGERIAL LEADERSHIP

Strategic Managerialism & Unwavering
Entrepreneurialism

2. CRISIS LEADERSHIP

Institutional condition

3. TRANSFORMATIVE LEADERSHIP

Reformed Collegialism & Transformative
managerialism



Co-Operative Governance



TRANSFORMATION CASE STUDIES

- 1 Critical Self Reflection
2. Negotiated Transformation (key principles)
3. Transformed Council
4. Active Forums
5. Expanded Leadership Core
 - common language



Co-Operative Governance



6. Directive Leadership with Consultation

- reluctant - vs charismatic leadership

7. Well Understood Distinctions Between Governance Functions and Roles

8. Trust - between Leadership and Constituency Representatives

9. Constructive and Critical Relationship Between Chair of Council and Principal

Three Western Cape Institutions

UWC



Issues Addressed:

- Institutional operational plan
- Strategic plan
- Foregrounding of academic project
- Employment equity
- Senior appointments
- Change/reception to change

Support:

Committee secretariat/Registrar office

Meet 4 times a year



UWC (contin)

Problems:

- **Key issue chair (VC chairs)**
- **Capacity to engage (levels)**
- **Political correct rhetoric**
- **Duplication**
- **Conflicting interests**
- **Talk shop**

Achievement:

- **Greater understanding of issues**



UCT

Issues Addressed:

- **“O God” - Everything**
- **Implementation of HE Act**
- **Race and gender equity**
- **Institutional climate/culture**
- **Codes of conduct - tolerance**
- **Candidates for senior management**

Support:

Registrars office/Transformation officer

Professional support – transformation officer

Commissioned Institutional and Student Climate surveys

Meet 6 times a year



UCT (contin)

Problems:

- **Key issue chair - (3 Co-chairs – management, students, staff)**
- **Co-chairs take written advice to Council (all 3 attend Council)**
- **Toothless – advice not directly, but indirectly taken**

Achievement:

- **Works very well – organized meetings**
- **Raise issues discussed nowhere else**
- **Little direct effect**



CPUT

Issues Addressed:

- **Senior Appointments (merger)**

Support:

Registrars office

Meet irregularly



CPUT (contin)

Problems:

- Chair elected - contestations
- Divided interests
- Mandates – takes contradictory positions
- Become “another constituency”

Achievement:

- Platform for “unaccountable constituency”



Lessons

1. Issues addressed

- Institutional climate
- Equity
- Human rights
- Appointments

2. Chair determines “success”

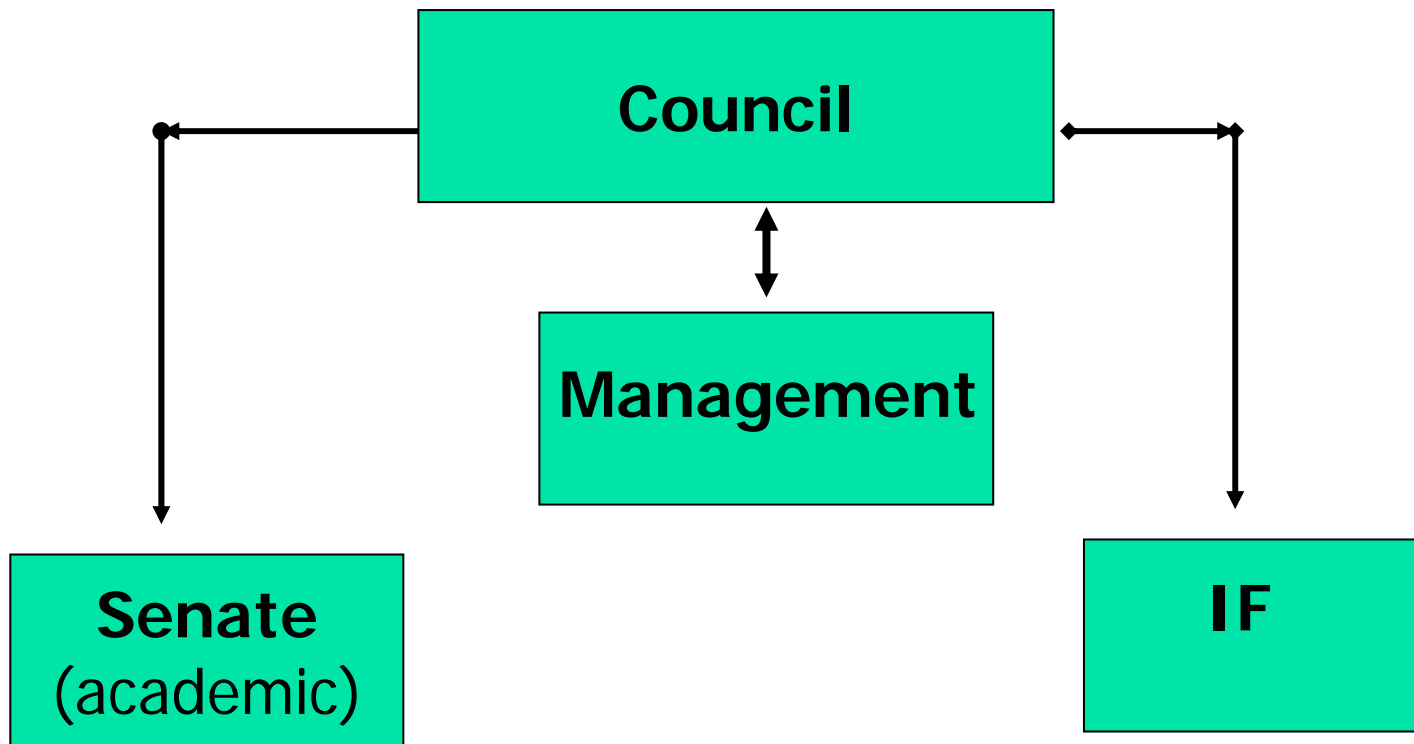
3. Advice - Indirect influence

4. Improve shared understanding

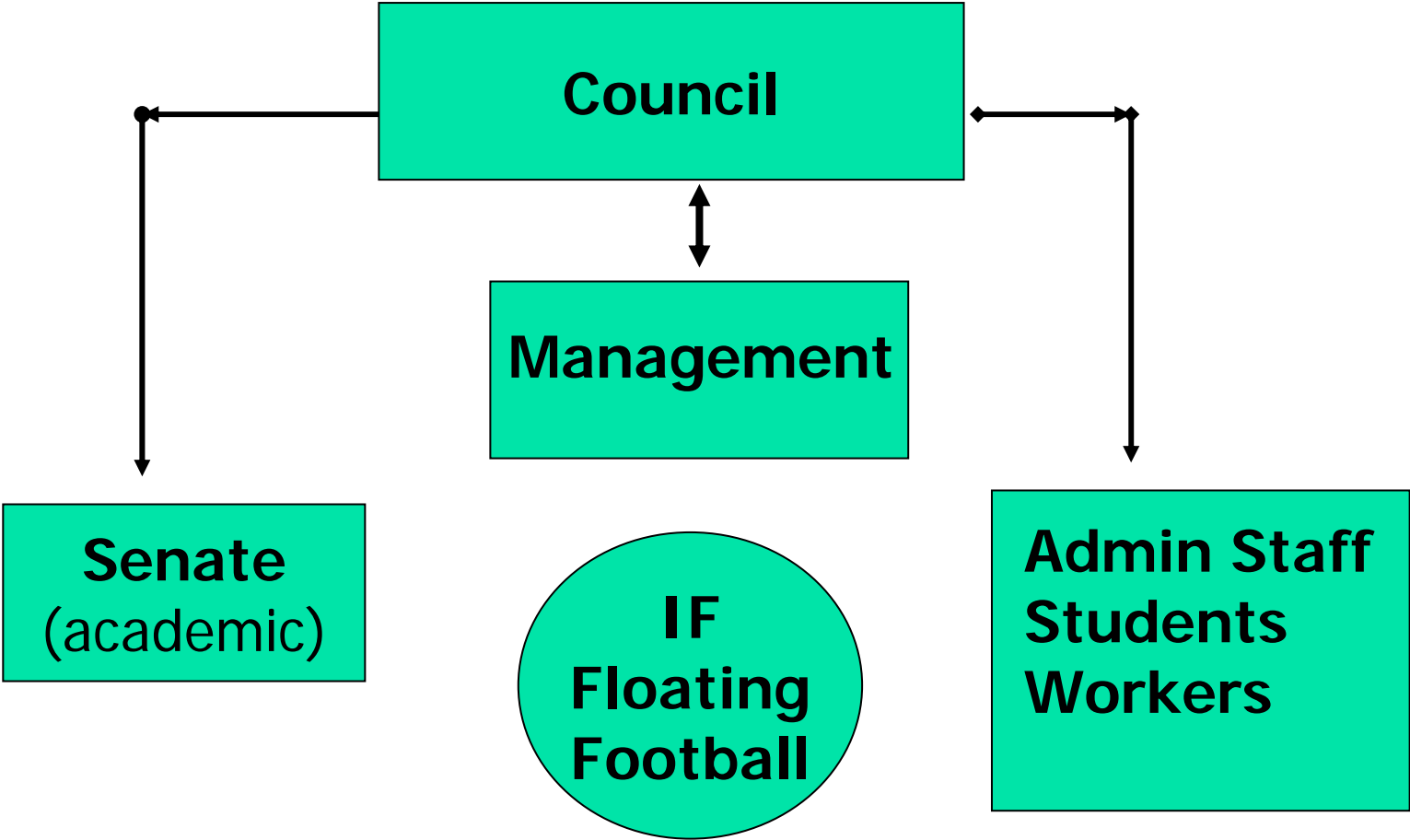
5. Constituency confusion

6. Institutional support

Constituency NCHE



Constituency Confusion





Lessons

1. Issues addressed

- Institutional climate
- Equity
- Human rights
- Appointments

2. Chair determines “success”

3. Advice - Indirect influence

4. Improve shared understanding

5. Constituency confusion

6. Institutional support



Issues

1. **Interpretation of Act**
2. **Who do you represent?**
3. **What does advice mean?**
4. **Watch dog (monitor)?**
5. **Overlap with TEC, OT&E – relationship**
6. **Concretize transformation-projects**
7. **Forum and other democratic structures**
8. **Contribute to “wider” transformation**
9. **Council can request advice**
10. **Institutional culture**



Issues (contin 1)

1. **Effect advice -impact**
2. **Sequence of advice – process**
3. **Contribute to debate – citizenship education – outcomes**
4. **Mechanism for initiating a debate**
5. **Promoting a “new institution”**
6. **Leadership style/process**
7. **Mechanism for improving ‘advice’**



NNMU IF

1. **Problems identified**
2. **Roles**
3. **Tasks**



Problems Identified

1. **Narrowness of ACT (reinterpretation)**
 2. **Interpretation of Advice**
 3. **Lack of Impact (direct and indirect)**
 4. **Ambiguity of Relationship with Council**
 5. **Unclear about Representation of constituency - (mandates)**
 6. **What drives the IF?**
 7. **Overlap with other transformation structures**
 8. **Meaning of monitoring?**
 9. **Lack of focus – issues to be addressed**
 10. **Structure (location)**
 11. **Lack of support infrastructure**
- Redefinition of Role, Issues to be addressed and Method**



Role

1. Transformation refers to broad national goals (White paper) and Institutional challenges (culture and climate of NNMU)
2. IF members do not 'represent' mandates (not a negotiating forum) – voice, bring and take issues
3. Effect influence through advice and debate
4. Main focus inclusiveness – equity, participation, diversity
5. Equity – appointments, equity policy
6. Participation – promote inclusivity i.e policy formulation
7. Diversity – human rights, institutional culture, citizenship (debates)



Tasks

1. **Clarify advice/interaction with Council**
 2. **Clarify relationship with overlapping structures**
 3. **Improve indirect influence mechanisms –web page**
 4. **Develop programme of projects**
 - **Urgent Issues (equity plan, marketability of programmes)**
-
1. **Develop project implementation infrastructure**
 2. **Communicate new role to Council/VC**