

## Annexure A: UNIVEN Integrated Transformation Plan Transformation Sessions with Staff, Students and NEHAWU 15-17 October 2012 - Unexpurgated Data Capture

### **Session One - 15 October 2012 - Staff**

- **How do we view transformation at UNIVEN?**
  - All about change for the better => growth and development
  - People's voices to be heard
  - Transparency
  - Report/feedback
  - Implementation \cohesion => working together towards a common goal => avoid working in silos
  
- **What are the Building Blocks for Transformation and the Success thereof?**

<b>1. Name of Building Block: First Choice University for Students</b>		
2. What would <b>success look like</b> for this building block in measurable terms? <ul style="list-style-type: none"> <li>• All programmes are accredited</li> <li>• All required infrastructure for core business in place</li> <li>• New economically relevant programmes developed</li> <li>• Improved registration process</li> <li>• Recognised as a top University in South Africa</li> </ul>		
<b>3. Action Steps:</b>		
3.1. Brainstorm what should UNIVEN <b>stop doing</b> , <b>start doing</b> and <b>do differently</b> to achieve the measurable.		
<b>Stop Doing</b> Manual registration Offering none accredited programme	<b>Start Doing</b> On time registration Start aligning programmes to the HEQF Improved web visibility	<b>Do Differently</b> Students to finish programmes on time
3.2. Based on the above, list the top 5 SMART Actions that you would recommend for this building block:		
<b>Action 1:</b> Fully on line student registration by the start of the 2014 academic year		
<b>Action 2:</b> All programmes aligned/accredited with HEQF by June 2014		
<b>Action 3:</b> Collaboration/MOU's with key industries for student training or placement by 2012		
<b>Action 4:</b> No limits on student access to computer facilities by 2014		
<b>Action 5:</b> Teacher/student ratio 1:50 by 2012		

<b>1. Name of Building Block: Change for the better (Growth and Development)</b>		
2. What would <b>success look like</b> for this building block in measurable terms?		
<ul style="list-style-type: none"> <li>• In 5 years, 50% of academic staff to have PHD's</li> <li>• Improved staff retention and attraction</li> <li>• Better working conditions/improved infrastructure</li> <li>• T and D for non- academic staff</li> </ul>		
3. <b>Action Steps:</b>		
3.1 Brainstorm what should UNIVEN <b>stop doing, start doing and do differently</b> to achieve the measurable.		
<b>Stop Doing</b>	<b>Start Doing</b>	<b>Do Differently</b>
Nepotism Using inefficient supplies	Start giving young academic time to do research Hiring competent staff	Min teaching load to give time for academic studies and research Active support for students
3.2 Based on the above, list the top 5 SMART Actions that you would recommend for this building block:		
<b>Action 1:</b> -		
<b>Action 2:</b> Increase staff development budget by 20% from 2013 budget cycle		
<b>Action 3:</b> Design and implement an academic workload policy by 2014 academic year		
<b>Action 4:</b> Increase/improve teaching and research facilities by 2014		
<b>Action 5:</b> Rationalise job grading and remuneration during 2013		

<b>1. Name of Building Block: Report/Feedback</b>		
2. What would <b>success look like</b> for this building block in measurable terms?		
3. <b>Action Steps:</b>		
3.1 Brainstorm what should UNIVEN <b>stop doing, start doing and do differently</b> to achieve the measurable.		
<b>Stop Doing</b>	<b>Start Doing</b>	<b>Do Differently</b>
3.2 Based on the above, list the top 5 SMART Actions that you would recommend for this building block:		
<b>Action 1:</b>		
<b>Action 2:</b>		
<b>Action 3:</b>		
<b>Action 4:</b>		
<b>Action 5:</b>		

<b>1. Name of Building Block: Cohesion</b>		
2. What would success look like for this building block in measurable terms?		
3. Action Steps:		
3.1 Brainstorm what should UNIVEN stop doing, start doing and do differently to achieve the measurable.		
Stop Doing	Start Doing	Do Differently
3.2 Based on the above, list the top 5 SMART Actions that you would recommend for this building block:		
Action 1:		
Action 2:		
Action 3:		
Action 4:		
Action 5:		

<b>1. Name of Building Block: Transparency</b>		
2. What would success look like for this building block in measurable terms?		
<ul style="list-style-type: none"> <li>• Rotational HOD appointments (academic)</li> </ul>		
3. Action Steps:		
3.1 Brainstorm what should UNIVEN stop doing, start doing and do differently to achieve the measurable.		
Stop Doing	Start Doing	Do Differently
3.2 Based on the above, list the top 5 SMART Actions that you would recommend for this building block:		
Action 1:		
Action 2:		
Action 3:		
Action 4:		
Action 5:		

## Session Two - 16 October 2012 - Staff

- How do we view transformation at UNIVEN?
  - Injustice
  - Relevant to the challenges, needs of our country. Reviewing curriculum 3
  - Equal opportunity for all
    - Inclusive education
    - No gender bias
    - Employment Equity/ reliable people
  - Safeguard of human right
    - Accessibility of venues/disabled
    - Empower students with responsibilities
    - Vhuthu/ubuntu/values
    - Teaching of human rights section 35 of RSA constitution (law clinic)
    - Parents committee
  - System of governance

- Teaching and learning
  - Quality of teaching and learning
  - Responsibility on part of lecture and students
  - Lecturer : students ratio should be considered
  - Evaluation of lectures by students
  - Accreditation of degrees/diploma-courses-modules
  - Collaboration with other universities in terms of accreditation
  - Production of PHD's (lectures) and students, serious supervision so that students do not idle in the system
- Research, publication (masters and PHD's research should be published)

• What are the Building Blocks for Transformation and the Success thereof?

<b>1. Name of Building Block:</b> research and publications		
2. What would <b>success look like</b> for this building block in measurable terms? <ul style="list-style-type: none"> <li>• Reputable university: highly rated in terms of research output</li> </ul>		
3. <b>Action Steps:</b> 3.1 Brainstorm what should UNIVEN <b>stop doing</b> , <b>start doing</b> and <b>do differently</b> to achieve the measurable.		
<b>Stop Doing</b> Discouraging researchers	<b>Start Doing</b> Develop interest funding	<b>Do Differently</b> Benchmarking courage
3.2 Based on the above, list the top 5 SMART Actions that you would recommend for this building block:		
Action 1: Funding (should be increased from 2012)		
Action 2: Mentoring researchers in each school by 2012		
Action 3: Knowledgeable researchers (students to complete in time)		
Action 4: Rated as top university		
Action 5: 2013 -2016		

<b>1. Name of Building Block:</b> Accredited of degrees/diplomas/courses modules		
2. What would <b>success look like</b> for this building block in measurable terms? <ul style="list-style-type: none"> <li>• Highly qualified and employable graduates</li> </ul>		
3. <b>Action Steps:</b> 3.1 Brainstorm what should UNIVEN <b>stop doing</b> , <b>start doing</b> and <b>do differently</b> to achieve the measurable.		
<b>Stop Doing</b> Offering unaccredited qualification programmes	<b>Start Doing</b> Apply for accreditation	<b>Do Differently</b> Increase HR for infrastructure
3.2 Based on the above, list the top 5 SMART Actions that you would recommend for this building block:		
Action 1: Apply for accreditation by 2013		
Action 2: 2014 (100% of all modules) implementation of courses		
Action 3: Design relevant modules		
Action 4: Improving facilities		
Action 5: 2013-2015		

<b>1. Name of Building Block: Empower students with responsibilities</b>		
2. What would success look like for this building block in measurable terms?		
<ul style="list-style-type: none"> <li>Responsible students</li> </ul>		
3. Action Steps:		
3.1 Brainstorm what should UNIVEN stop doing, start doing and do differently to achieve the measurable.		
<b>Stop Doing</b>	<b>Start Doing</b>	<b>Do Differently</b>
1 day orientation (which is not enriching students)	Students development programme	Enriching orientation
3.2 Based on the above, list the top 5 SMART Actions that you would recommend for this building block:		
Action 1: Empower students with responsibility		
Action 2: Students development programmes by 2013		
Action 3: Development of manuals		
Action 4: Behavioural change		
Action 5: 2013 - 2016		

### Session Three - 16 October 2012 - Students

- How do we view transformation at UNIVEN?
  - Educational system improved
    - Financial aids
  - Students accommodation- accommodation due to academic excellence should be considered
  - Practicals should be considered
  - Lacking classes for PBL students
  - Physically challenged students are not having access to get to some areas e.g. only accommodated to first floor
  - The university should be affiliated with labour organisations
  - Registration (online) and applications
  - Physical education as part of curriculum
  - Lack of lectures (in bio kinetics centre)
  - Entrance at the gate
  - Improvement of sports facilities e.g. stadium
  - Adapted sports and equipments and education

- What are the Building Blocks for Transformation and the Success thereof?

<b>1. Name of Building Block: Lack of Lectures</b>		
2. What would success look like for this building block in measurable terms? <ul style="list-style-type: none"> <li>• Improvement of academic performance</li> <li>• Student lecture</li> <li>• Ratio PBL = 1:5</li> </ul>		
3. Action Steps:		
3.1 Brainstorm what should UNIVEN stop doing, start doing and do differently to achieve the measurable.		
<b>Stop Doing</b> Overloading lectures	<b>Start Doing</b> Employing qualified lectures	<b>Do Differently</b> Taking tutors
3.2 Based on the above, list the top 5 SMART Actions that you would recommend for this building block:		
Action 1: Employ qualified PBL lectures (end of 2012)		
Action 2: Selection of student tutors (2012)		
Action 3: Improve lecturer ratio (2013)		
Action 4:		
Action 5:		

<b>1. Name of Building Block: student acc (academic excellence)</b>		
2. What would success look like for this building block in measurable terms? <ul style="list-style-type: none"> <li>• High pass rate</li> <li>• Reduction of complications during registration</li> <li>• No Bribery</li> </ul>		
3. Action Steps:		
3.1 Brainstorm what should UNIVEN stop doing, start doing and do differently to achieve the measurable.		
<b>Stop Doing</b> Stop corruption and nepotism	<b>Start Doing</b> Accommodation auditing	<b>Do Differently</b> Online application with academic record
3.2 Based on the above, list the top 5 SMART Actions that you would recommend for this building block:		
Action 1: Formulating new policies for accommodation (2013)		
Action 2: Employ specific qualified personnel for accommodation (2013)		
Action 3: Online application with academic record (2013)		
Action 4: Auditing and monitoring of applications (2013)		
Action 5:		

<b>1. Name of Building Block: financial aids</b>		
2. What would <b>success look like</b> for this building block in measurable terms? <ul style="list-style-type: none"> <li>• online application for financial aid</li> <li>• early payment for results, accommodation and food</li> </ul>		
3. <b>Action Steps:</b>		
3.1 Brainstorm what should UNIVEN <b>stop doing, start doing and do differently</b> to achieve the measurable.		
<b>Stop Doing</b> Corruption	<b>Start Doing</b> Auditing	<b>Do Differently</b> Online registration
3.2 Based on the above, list the top 5 SMART Actions that you would recommend for this building block:		
<b>Action 1:</b> Auditing (2013) the financial statements of students to prevent corruption		
<b>Action 2:</b> Provision of payment statements (2013) to students who are using financial aid to avoid financial complications and to keep record		
<b>Action 3:</b> The university needs to make early payments for results, food and accommodation (2013)		
<b>Action 4:</b> No debit for unspent money on meals (2013)		
<b>Action 5:</b>		

<b>1. Name of Building Block: improvement of sports facilities</b>		
2. What would <b>success look like</b> for this building block in measurable terms? <ul style="list-style-type: none"> <li>• Adapted structures</li> <li>• Conducive sport facilities</li> <li>• Variety of sport facilities</li> </ul>		
4. <b>Action Steps:</b>		
3.1 Brainstorm what should UNIVEN <b>stop doing, start doing and do differently</b> to achieve the measurable.		
<b>Stop Doing</b> Ignorance of sport	<b>Start Doing</b> Improve sport facilities to structural adaptation	<b>Do Differently</b> Variety of new sport facilities
3.2 Based on the above, list the top 5 SMART Actions that you would recommend for this building block:		
<b>Action 1:</b> For improvement and construction on sport. Written proposal plan (2013) facilities (sports stadium/hall)		
<b>Action 2:</b> Employ specific qualified personnel management in sport facility		
<b>Action 3:</b> Identify the sport facility of students (including student with disability by survey to interviews (2013-2014)		
<b>Action 4:</b> Building and renovation of sport facilities based on the outcome of the plan		
<b>Action 5:</b>		

<b>1. Name of Building Block: more classes for PBL students</b>		
2. What would <b>success look like</b> for this building block in measurable terms? <ul style="list-style-type: none"> <li>• New classroom for PBL students</li> <li>• Many lecture halls</li> <li>• Comfortable lecture hall</li> </ul>		
3. <b>Action Steps:</b>		
3.1 Brainstorm what should UNIVEN <b>stop doing</b> , <b>start doing</b> and <b>do differently</b> to achieve the measurable.		
<b>Stop Doing</b> Stop excluding school of health from building projects	<b>Start Doing</b> Including PBL in the curriculum	<b>Do Differently</b> Building lecture halls designed for PBL students
3.2 Based on the above, list the top 5 SMART Actions that you would recommend for this building block:		
Action 1: Integrated PBL with the entire university (2013)		
Action 2: Selection of conducive site (2013)		
Action 3: Building new lecture halls for PBL student (2013)		
Action 4:		
Action 5:		

### **Session Four - 17 October 2012 - Staff**

- **How do we view transformation at UNIVEN?**
  - Curriculum development (no progress e.g. no accreditation to some courses in health science)
  - Research e.g. no capacity building amongst lectures/staff and training staff
  - No or poor library facilities
    - No computers
    - Internet (access ongoing upgrading on internet)
  - Recruitment strategies
    - Orientation
  - Admission delays
  - Staff research
    - Big classes affect research
  - Staff morale
  - Leadership that can't implement policies
  - Disciplinary action that focuses only on dismissal even first time offenders
  - Duplication of courses
  - Lack of dedication from staff e.g. some lectures/stuff are always not available for students
  - Lack of facilities
  - Understaffing
  - Institutional culture is not clear/not specific
  - Staff retention and recruitment
  - Less administrative work for academics
  - IT and communications upgrade



• What are the Building Blocks for Transformation and the Success thereof?

<b>1. Name of Building Block:</b> dismissal as only sanction		
2. What would <b>success look like</b> for this building block in measurable terms? <ul style="list-style-type: none"> <li>• Sanctions should be corrective</li> </ul>		
3. <b>Action Steps:</b>		
3.1 Brainstorm what should UNIVEN <b>stop doing</b> , <b>start doing</b> and <b>do differently</b> to achieve the measurable.		
<b>Stop Doing</b> Using dismissal as the only sanction	<b>Start Doing</b> Start applying other sanctions such as warning	<b>Do Differently</b>
3.2 Based on the above, list the top 5 SMART Actions that you would recommend for this building block:		
<b>Action 1:</b> Compulsory workshops on disciplinary code- ongoing (twice a year)		
<b>Action 2:</b> Review effectiveness of EAP once a year- onsite EAP offices		
<b>Action 3:</b>		
<b>Action 4:</b>		
<b>Action 5:</b>		

<b>1. Name of Building Block:</b> Leadership that cannot implement policies		
2. What would <b>success look like</b> for this building block in measurable terms? <ul style="list-style-type: none"> <li>• Policies would be seen to be operational</li> <li>• Policies being applied equally</li> </ul>		
3. <b>Action Steps:</b>		
3.1 Brainstorm what should UNIVEN <b>stop doing</b> , <b>start doing</b> and <b>do differently</b> to achieve the measurable.		
<b>Stop Doing</b> Applying policies Discriminately	<b>Start Doing</b> Implementing policies	<b>Do Differently</b>
3.2 Based on the above, list the top 5 SMART Actions that you would recommend for this building block:		
<b>Action 1:</b> Establish policy implementation unit. Three months from now. Use existing resources		
<b>Action 2:</b> Hold management accountable. Review every six months		
<b>Action 3:</b>		
<b>Action 4:</b>		
<b>Action 5:</b>		

<b>1. Name of Building Block: staff morale</b>		
2. What would <b>success look like</b> for this building block in measurable terms? <ul style="list-style-type: none"> <li>• Highly motivated and committed staff</li> <li>• Improved productivity</li> </ul>		
3. <b>Action Steps:</b> 3.1 Brainstorm what should UNIVEN <b>stop doing, start doing and do differently</b> to achieve the measurable.		
<b>Stop Doing</b>	<b>Start Doing</b>	<b>Do Differently</b>
Implementing policies without consultation. Witch hunting	Proper consultation. Incentives to staff. Appreciation	
3.2 Based on the above, list the top 5 SMART Actions that you would recommend for this building block:		
<b>Action 1:</b> Promotions ongoing		
<b>Action 2:</b> Team building (departmental) - one per year		
<b>Action 3:</b> In-service training and needs analysis (ongoing)		
<b>Action 4:</b> Recognition of staff efforts		
<b>Action 6:</b> Proper use of money -ongoing		
<b>Action 5:</b> Staff development and update requirements for conference attendance be reviewed		

<b>1. Name of Building Block: lack of facilities</b>		
2. What would <b>success look like</b> for this building block in measurable terms? <ul style="list-style-type: none"> <li>• Improved productivity</li> <li>• Staff retention</li> <li>• Increased research output</li> </ul>		
3. <b>Action Steps:</b> 3.1 Brainstorm what should UNIVEN <b>stop doing, start doing and do differently</b> to achieve the measurable.		
<b>Stop Doing</b>	<b>Start Doing</b>	<b>Do Differently</b>
Employing staff without infrastructure first being in place (proper)	Providing proper infrastructure	
3.2 Based on the above, list the top 5 SMART Actions that you would recommend for this building block:		
<b>Action 1:</b> Building proper offices for staff and erect more parking space for staff, students and visitors (with immediate effect)		
<b>Action 2:</b> More libraries as per school. Recently publicised books and journals must be available in library exhibition (publishers) once per year		
<b>Action 3:</b> Internet upgrade		
<b>Action 4:</b>		
<b>Action 5:</b>		

## Session Five - 17 October 2012 - Nehawu

- How do we view transformation at UNIVEN?

- Outsourcing of maintenance jobs
- Housing loan to housing allowance from R600 to R1400
- Policies have been changed e.g. 2005 recognition agreement
- Salary adjustment 18%
- Out sourcing e.g. corruption, using cheap materials or supply cheap tools, low wages and benefit a worker will get e.g. bonus, material and training
- University divide the workers as the undermine other group of worker
- Overload of work
- Funding system
- Skilled lectures must be national
- Skills develop need to be improved

- What are the Building Blocks for Transformation and the Success thereof?

<b>1. Name of Building Block: outsourcing</b>								
2. What would <b>success look like</b> for this building block in measurable terms? <ul style="list-style-type: none"> <li>• Staff be employed permanent</li> </ul>								
3. <b>Action Steps:</b>								
3.1 Brainstorm what should UNIVEN <b>stop doing, start doing and do differently</b> to achieve the measurable.								
<table border="1" style="width: 100%;"> <tr> <th style="width: 33%;">Stop Doing</th> <th style="width: 33%;">Start Doing</th> <th style="width: 33%;">Do Differently</th> </tr> <tr> <td style="text-align: center;">Tenders. Corruption</td> <td style="text-align: center;">Hiring staff</td> <td style="text-align: center;">Save funds and work/jobs</td> </tr> </table>	Stop Doing	Start Doing	Do Differently	Tenders. Corruption	Hiring staff	Save funds and work/jobs		
Stop Doing	Start Doing	Do Differently						
Tenders. Corruption	Hiring staff	Save funds and work/jobs						
3.2 Based on the above, list the top 5 SMART Actions that you would recommend for this building block:								
Action 1: Stop tenders and hire the permanent staff								
Action 2: Staff will be determine by the work load								
Action 3: Improvement of service delivery								
Action 4: To UNIVEN will be improved								
Action 5: 2013-2014								

## Session Six - 17 October 2012 - Students

- How do we view transformation at UNIVEN?

- Change the way in which programme approach
- Access of internet to all students with a password and better their chance of employment after graduations
- Employment of graduated
- Developing new ideas to meet the standard with those of other universities
- Hire qualified securities for students safety
- Making the environment more suitable for student e.g. studying areas
- Build more attending classes
- Create more opportunities for female e.g. offering them bursaries
- Offer health programmes for students
- Help students with transportation when going out educating the communities
- Move away from paper work to online
- Assessment of performance of lectured and staff in annual basis
- Improvement of registration process
- Introducing inter office communication

• What are the Building Blocks for Transformation and the Success thereof?

<b>1. Name of Building Block:</b> The way programs are approached are changed		
2. What would success look like for this building block in measurable terms?		
<ul style="list-style-type: none"> <li>• Making university business in relation to students</li> <li>• Reduction of previously made mistakes</li> <li>• More innovative</li> <li>• Nimbleness towards the achievement of the vision and mission of the university</li> </ul>		
3. Action Steps:		
3.1 Brainstorm what should UNIVEN stop doing, start doing and do differently to achieve the measurable.		
<b>Stop Doing</b>	<b>Start Doing</b>	<b>Do Differently</b>
Stop taking/implementing everything benchmarked from other institutions. Eliminate stereotype mentality. Eradicate valueless and unnecessary out dated information	More research, benchmarking and evaluation. Information up to date and upgrading and previews strategies	Teaching and student evaluation \
3.2 Based on the above, list the top 5 SMART Actions that you would recommend for this building block:		
Action 1: Task team of researchers on yearly basis to make recommendation on all programmes and strategies currently in use, the number of teams might be unlimited evolution. NB: can include students 2013		
Action 2: Action should be problems and solution based (priorisation, measure for progress starting from 2013		
Action 3: Implementation of new technology to change the way we currently do things e.g. printers, photocopying machines, improve internet in to) by 2016		
Action 4: Internet access to assist with programmes and to understand global trends specific to that programmes start process by 2013		
Action 5: As part of programme including business jobs requirement e.g. driver's licence starting from 2015		

<b>1. Name of Building Block: Employment of graduates</b>		
2. What would <b>success look like</b> for this building block in measurable terms? <ul style="list-style-type: none"> <li>• The post will be filled by a younger person</li> <li>• Things will be done in a quicker way</li> <li>• New ideas implemented</li> </ul>		
3. <b>Action Steps:</b>		
3.1 Brainstorm what should UNIVEN <b>stop doing</b> , <b>start doing</b> and <b>do differently</b> to achieve the measurable.		
<b>Stop Doing</b>	<b>Start Doing</b>	<b>Do Differently</b>
Nepotism. Stop abusing stakeholder's e.g. unqualified people occupying jobs for qualified people. Corruption. Stop favours e.g. due dates the same	Offer more training. Advertise post on natural papers/media. Create posts with age restriction. Dedication. Track record of students	Upgrade the methods of practical's
3.2 Based on the above, list the top 5 SMART Actions that you would recommend for this building block:		
<b>Action 1:</b> All modules at the 2 <sup>nd</sup> level need presentations in order to boost their confidence		
<b>Action 2:</b> Upgrade information yearly in our library. 2013 for us to be up to date with what's happening around us		
<b>Action 3:</b> Tours/ educational trips to cater for the specific degree in order to see the practical view of what is required from them after they graduate. Offer in service training to all graduates		
<b>Action 4:</b>		
<b>Action 5:</b>		

<b>4. Name of Building Block: Improvement of registration process</b>		
5. What would <b>success look like</b> for this building block in measurable terms? <ul style="list-style-type: none"> <li>• Speedy registration</li> </ul>		
6. <b>Action Steps:</b>		
3.1 Brainstorm what should UNIVEN <b>stop doing</b> , <b>start doing</b> and <b>do differently</b> to achieve the measurable.		
<b>Stop Doing</b>	<b>Start Doing</b>	<b>Do Differently</b>
Staff taking long breaks (lunch)	Online registration. Accommodate students from distant places. Staff supervision. Staff work shopping	
3.2 Based on the above, list the top 5 SMART Actions that you would recommend for this building block:		
<b>Action 1:</b> Increase staff base (temporary basis) by engaging outsiders or student services to speed up the registration process (2013)		
<b>Action 2:</b> Equipping the temporary staff with the skills to deliver on registration mandate		
<b>Action 3:</b>		
<b>Action 4:</b>		
<b>Action 5:</b>		