

Annexure B: UNIVEN Integrated Transformation Plan Methodology applied in the Development of the Plan

The Integrated Transformation Plan for the University of Venda for the period 2012 to 2016 was developed utilising a series of data sources and inputs.

The development process amongst others included:

1. Conducting a morphological analysis that produced the output as reflected on the next page.
2. Developing an initial draft contributed towards by various individuals within the University, including but not limited to the DVC: Operations.
3. Conducting multiple facilitated sessions with staff, students and Nehawu over the period 15 to 17 October 2012 (Please refer to Annexure A for a detailed record of the outputs of these sessions).
4. The participation in these sessions was relatively disappointing, with the ultimate total attendees having been 33 staff and 32 students with Nehawu providing 8 participants for their dedicated session. This is however not out of line with historical participation levels at UNIVEN under similar circumstances.
5. Conducting a one-on-one session with a postgraduate student that could not attend any of the scheduled sessions for students.
6. Calling for written submissions from Council members, staff, students and Alumni. In the event, two written submissions from a Council member and one from a member of staff were received.
7. Consulting numerous source documents, including but not limited to those listed in Annexure C.
8. Synthesising the data from all of the above mentioned sources and extracting the six overarching transformation themes from the data.
9. Developing the 33 objectives that tie back to the various sub-themes as identified under each of the six major transformation themes, relying as the primary source on the inputs made by staff and students.
10. Drafting and documenting the Integrated Transformation Plan including the Transformation Charter and a detailed Implementation Action Plan.

Output document of the Morphological Analysis Workshop

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Things that can be done to facilitate transformation	Disablers for transformation	Actors/Stakeholder	Policies and relevant documents supporting transformation	Transformation Strategy (Transformation enablers)
Creation of an enabling environment for SC	Lack of debate/dialogue	Council	Policy on Employment Equity (A)	Equity Plan
Revisit and operationalizing defining the institutional common values	Professional jealousy & mistrust	EMC	Policy on Sexual Harassment (A)	Strategic Plan
Decisiveness in dealing with complex urgent realities	Power struggles	SMC	Policy on HIV and AIDS (A)	Social Cohesion Plan
Encourage compassionate confrontation	"Convenience management" /lack of accountability	Senate	Policy on Recruitment, Selection, Placement & Retention (A)	Facilities master Plan
Encourage better work Ethics	Discriminatory tendencies	HOD, deans and directors	Strategic Plan (A)	Continuous engagement sessions
Inclusive policy creation, review & approval	Insecurity	School Boards	Proposal on Amnesty (NA)	Management Philosophy
Better policy enforcement to ensure compliance	Lack of healthy social interaction / physical space	Local Staff	Integrated Transformation Strategy (NA)	Move towards comprehensive Univ.
Encourage debate in all university structures	Poor work ethics, fraud and corruption	Foreign Staff	Performance Management (NA)	
Create a safer whistle blower environment	Poor Staff - Staff relations	Academic Staff	Policy on discrimination (NA)	
Better management of Private Work/Business	Strained foreign-local staff relations	Support Staff	Policy on Fraud & Corruption Prevention (NA)	
Awareness campaigns & continuous engagement	Poor Staff - Student relations	Organized Labour	Staff-Student Code of Conduct (NA)	
Recognition, appreciation & acknowledgement	Xenophobia	SRC	Staff Code of Conduct (To be revised)	
	Ethnic & tribal tensions	Student/staff w special needs	Policy on Private Work (A)	
	Gender discrimination	International Students		
	Victimization of whistle blowers	Local community and other stakeholders		
		Institutional forum		

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