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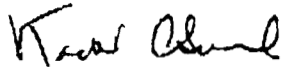
MINISTRY OF EDUCATION

No. 466

25 May 2001

IMPLEMENTATION OF THE NATIONAL PLAN FOR HIGHER EDUCATION

I, Professor Kader Asmal, MP, Minister of Education, in accordance with Treasury Regulation 20 [issued in terms of the Public Finance Management Act, 1999 (Act No. 1 of 1999)], hereby establish the committees set out in the schedule hereto to investigate and advise me on the restructuring of the higher education system to ensure that it contributes to social and economic development, as outlined in the National Plan for Higher Education gazetted on 9 March 2001 (Government Gazette No 22138, Notice Number 230).



Professor Kader Asmal, MP
Minister of Education

23 May 2001

SCHEDULE

NATIONAL WORKING GROUP ON THE RESTRUCTURING OF THE HIGHER EDUCATION SYSTEM

1. Purpose

The National Working Group on the restructuring of the higher education system will investigate and advise the Minister on appropriate arrangements for consolidating the provision of higher education on a regional basis through establishing new institutional and organisational forms, including the feasibility of reducing the number of higher education institutions. The investigation forms part of the broader process for the restructuring of the higher education system to ensure that it contributes to social and economic development, as outlined in the National Plan for Higher Education gazetted on 9 March 2001 (Government Gazette No 22138, Notice Number 230).

2. Principles

The investigation must be guided by the principles and goals for the transformation of the higher education system as outlined in the Education White Paper 3: A Programme for the Transformation of the Higher Education System. In addition, the National Working Group must ensure that its recommendations address and promote the following goals:

- Social and educational goals, in particular, the contribution of higher education to social and economic development, both regionally and nationally.
- Access and equity goals in relation to both student and staff equity, as well as institutional redress.

- Quality and efficiency goals in terms of economies of scale and scope, both programme and infrastructural, as well as the spread and quality of programmes and graduation and retention rates.
- Institutional sustainability and viability goals in terms of student numbers, income and expenditure patterns and management and governance capacities.
- Institutional identity and culture goals in terms of overcoming the legacy of apartheid (CHE, pp.58-59).

3. Terms of Reference

The National Working Group must:

- 3.1 Address how the number of institutions can be reduced and the form that the restructured institutions should take, and not on whether the number of institutions can or should be reduced.
- 3.2 Ensure that the reduction in the number of institutions does not result in the closure of existing sites of delivery, that is, it must be underpinned by the principle that higher education programmes would continue to be offered at all the current sites of delivery, but within new institutional and organisational forms and structures.
- 3.3 Consider the full range of potential institutional arrangements, including the rationalisation of programme development and delivery through institutional collaboration, as well as different models of mergers.
- 3.4 Consider the role and function of all existing institutions in the development of new institutional and organisational forms, that is, no institution should be

exempted from the need to change fundamentally and from contributing to achieving a new higher education landscape.

3.5 Recommend the incorporation of the constituent campuses of Vista University into appropriate existing higher education institutions within each region given the decision to unbundle Vista University. This does not include the distance education centre of Vista University, which will be incorporated into a single dedicated distance education institution through the merger of UNISA and Technikon South Africa.

3.6 Consider the following regional demarcations for purposes of the investigation:

- Eastern Cape.
- Free State.
- KwaZulu Natal.
- Gauteng.
- Northern Province.
- North West.
- Western Cape.

4. Process

4.1 The National Working Group must consult with the appropriate constituencies at both the national and regional levels.

4.2 The National Working Group may commission specialist studies and draw on the experience and expertise of other individuals both within and outside of the higher education sector as and when necessary.

4.3 The Higher Education Branch of the Department of Education will serve as the secretariat to the National Working Group.

4.3 The National Working Group is accountable to the Minister of Education. It is required to complete its investigation and to submit its recommendations to the Minister by no later than the end of December 2001.

The National Working Group consists of:

Mr Sakie Macozoma – Chairperson; Deputy Chairperson of the Standard Bank Investment Corporation. Served on the Council on Higher Education Task Team on the Size and Shape of the Higher Education System.

Prof Hugh Africa, retired Vice-Chancellor, Vista University and a member of the Council on Higher Education.

Prof Malegupuru Makgopa, President, Medical Research Council of South Africa.

Ms Gill Marcus, Deputy Governor, South African Reserve Bank.

Mr Murphy Morobe, Chairperson, Fiscal and Finance Commission and the National Parks Board.

Prof Wiseman Nkhulu, Economic Adviser to the President; Chairperson, Council on Higher Education.

Ms Joyce Phekane, Deputy Vice President, Congress of South African Trade Unions.

Ms Maria Ramos, Director-General, Department of Finance.

Prof Jairam Reddy, Chairperson of Council, United Nations University; Chaired the National Commission on Higher Education.

Prof I Hennic Rossouw, retired Deputy Vice-Chancellor, University of Stellenbosch;
Served on the National Commission on Higher Education.

Prof Stuart Saunders, retired Vice-Chancellor, University of Cape Town.

WORKING GROUP ON THE ESTABLISHMENT OF A NATIONAL INSTITUTE FOR HIGHER EDUCATION IN THE NORTHERN CAPE

1. Purpose

The Working Group will develop a framework and implementation plan for the establishment of a National Institute for Higher Education in the Northern Cape, as outlined in the National Plan for Higher Education.

2. Principles

The Working Group will be guided by the principles and goals for the transformation of the higher education system as outlined in the Education White Paper 3: A Programme for the Transformation of the Higher Education System.

3. Terms of Reference

The development of the framework and implementation plan must include:

- 3.1 Developing an appropriate administrative, management, governance and funding structure based on the Higher Education Act (Act No. 101 of 1997), but taking into account that the National Institute will not be an autonomous higher education institution.
- 3.2 Identifying the infrastructure within the province, including the existing colleges of education, as well as the satellite campuses of higher education institutions

operating in the province, that could serve as the nucleus for the National Institute.

- 3.3 Developing a coherent menu of higher education programmes that address regional social, economic and labour market needs.
- 3.4 Identifying the existing and potential capacity of higher education institutions that currently operate in the province to contribute to the development of the National Institute.
- 3.5 Exploring the potential role of higher education institutions that do not currently operate in the province to contribute to the development of the National Institute should the existing institutions not have the capacity to meet the identified programme needs.

4. Process

- 4.1 The Working Group must consider the outcomes and recommendations of previous investigations into the establishment of a higher education institution in the province that have been undertaken by the provincial government.
- 4.2 The Working Group must consult with the existing higher education institutions operating in the province, as well as appropriate constituencies in the province, in particular, organised business and labour.
- 4.3 The Working Group may commission specialist studies and draw on the experience and expertise of other individuals both within and outside of the higher education sector as and when necessary.
- 4.4 The provincial Department of Education will serve as the secretariat to Working Group.

4.5 The Working Group is accountable to the Minister of Education. It is required to complete its investigation and to submit its recommendations to the Minister by no later than the end of December 2001.

The Northern Cape Working Group consists of

Mr Jonathan Godden, Chairperson, previously the Superintendent-General of Education, Eastern Cape.

Dr Michael Smout, recently retired Vice-principal of Rhodes University.

Mr Tcmbile Kulati, until recently Ministerial adviser on higher education.

Mr Kevin Abrahams, Education Management Information specialist at the Education Foundation.

Rev. Dr Moknelo Mahlatsi, Minister, Methodist Church, Kimberley.

**WORKING GROUP ON THE ESTABLISHMENT OF A NATIONAL
INSTITUTE FOR HIGHER EDUCATION IN MPUMALANGA**

1. Purpose

The Working Group will develop a framework and implementation plan for the establishment of a National Institute ~~for~~ Higher Education in Mpumalanga, as outlined in the National Plan for Higher Education.

2. Principles

The Working Group will be guided by the principles and goals for the transformation of the higher education system as outlined in the Education White Paper 3: A Programme for the Transformation of the Higher Education System.

3. Terms of Reference

The development of the framework and implementation plan must include:

- 3.1 Developing an appropriate administrative, management and governance and funding structure based on the Higher Education Act (Act No. 101 of 1997), but taking into account that the National Institute will not be an autonomous higher education institution.
- 3.2 Identifying the infrastructure within the province, including the existing colleges of education, as well as the satellite campuses of higher education institutions operating in the province, that could serve as the nucleus for the National Institute.
- 3.3 Developing a coherent menu of higher education programmes that address regional social, economic and labour market needs.
- 3.4 Identifying the existing and potential capacity of higher education institutions that currently operate in the province to contribute to the development of the National Institute.
- 3.5 Exploring the potential role of higher education institutions that do not currently operate in the province to contribute to the development of the National Institute

should the existing institutions not have the capacity to meet the identified programme needs.

4. Process

- 4.1 The Working Group must consider the outcomes and recommendations of previous investigations into the establishment of a higher education institution in the province that have been undertaken by the provincial government.
- 4.2 The Working Group must consult with the existing higher education institutions operating in the province, as well as appropriate constituencies in the province, in particular, organised business and labour.
- 4.3 The Working Group may commission specialist studies and draw on the experience and expertise of other individuals both within and outside of the higher education sector as and when necessary.
- 4.4 The provincial Department of Education will serve as the secretariat to Working Group.
- 4.5 The Working Group is accountable to the Minister of Education. It is required to complete its investigation and to submit its recommendations to the Minister by no later than the end of December 2001.

The Mpumalanga Working Group consists of

Mr James Maseko, Chairperson, previously the Superintendent-General of Education, Gauteng.

Dr Michael Smout, recently retired Vice-Principal of Rhodes University

Mr Tembile Kuiati, until recently Ministerial adviser on higher education.

Mr BP Nkambule, Independent Consultant on public sector transformation.

Mr Vuyile Resha, Adviser, MEC for Education, Mpumalanga.

**WORKING GROUP ON THE INCORPORATION OF THE QWA-QWA
BRANCH OF THE UNIVERSITY OF THE NORTH INTO THE UNIVERSITY
OF THE FREE STATE**

1. Purpose

The Working Group will develop a framework and implementation plan for the incorporation of the Qwa-Qwa branch of the University of the North into the University of the Free State.

2. Principles

The Working Group will be guided by the principles and goals for the transformation of the higher education system as outlined in the Education White Paper **3: A Programme for the 'Transformation of the Higher Education System.**

3. Terms of Reference

The framework and implementation plan for establishing the Qwa-Qwa campus as a branch of the University of the Free State must include:

- 3.1 Developing a mission and vision for the Qwa-Qwa campus as an integral component of the broader mission and vision of the University of the Free State.
- 3.2 Developing an appropriate administrative, management and governance structure for ensuring the smooth functioning of the Qwa-Qwa campus.
- 3.3 Developing an appropriate academic structure linked to a coherent menu of higher education programmes that address regional social, economic and labour market needs.
- 3.4 Developing an appropriate personnel structure, including the financial implications based on the proposed academic, administrative and governance structures.
- 3.5 Outlining the labour relation's implications of the proposed personnel structure, including the processes necessary to implement the proposed personnel structure.
- 3.6 Developing a financial framework to ensure the sustainability of the Qwa-Qwa campus, including identifying the existing assets and liabilities of the Qwa-Qwa campus and the implications of the latter for the incorporation.
- 3.7 Ensuring that provision is made to enable the existing students to complete their academic programmes.
- 3.8 Identifying the financial implications for the existing students in terms of differences in the tuition and residential fee structure of the University of the North and the University of the Free State.

4. Process

- 4.1 The Working Group must consult with the appropriate constituencies at the Qwa-Qwa campus and the University of the Free State.
- 4.2 The Working Group must establish sub-Working Groups consisting of representatives of the Qwa-Qwa campus and the University of the Free State to deal with the different aspects of its work.
- 4.3 The Working Group may commission specialist studies and draw on the experience and expertise of other individuals both within and outside of the higher education sector as and when necessary.
- 4.4 The University of the Free State will provide a secretariat for the Working Group.
- 4.5 The Working Group is accountable to the Minister of Education. It is required to complete its investigation and to submit its recommendations to the Minister by no later than the end of December 2001.

The Qwa-Qwa - Free State Working Group consists of

Dr Bethuel Setai, Chairperson, Independent Consultant on governance and public sector transformation.

Dr. Mashupye Kgaphola, Policy Analyst, Development Bank of South Africa.

Prof Angina Parekh, Ministerial adviser on higher education.

Vice-Chancellor of the University of the Free State or his representative.

Administrator of the University of the North or his representative.

WORKING GROUP ON THE ESTABLISHMENT OF A SINGLE DEDICATED DISTANCE EDUCATION INSTITUTION

1. Purpose

The Working Group will facilitate the establishment of a single dedicated distance education institution through the merger of the University of South Africa (UNISA) and Technilton South Africa (TSA) and the incorporation of the distance education centre of Vista University, VUDEC.

2. Principles

The Working Group will be guided by the principles and goals for the transformation of the higher education system as outlined in the Education White Paper 3: **A** Programme for the Transformation of the Higher Education System.

3. Terms of Reference

3.1 The Working Group will develop a framework and implementation plan for establishing a single dedicated distance education institution, including:

3.1.1 Developing a mission and vision for the institution.

3.1.2 Developing an appropriate administrative, management and governance structure for ensuring the smooth functioning of the institution.

3.1.3 Developing an appropriate academic structure.

- 3.1.4 Developing an appropriate personnel structure, including the financial implications, based on the proposed academic, administrative and governance structures.
- 3.1.5 Outlining the labour relation's implications of the proposed personnel structure, including the processes necessary to implement the proposed personnel structure.
- 3.1.6 Developing a financial framework to ensure the sustainability of the institution
- 3.1.7 Ensuring that provision is made to enable the existing students to complete their academic programmes.
- 3.1.8 Identifying the financial implications for the existing students in terms of differences in the tuition and residential fee structure of UNISA, TSA and Vista University.
- 3.2 The Working Group will also investigate and advise on:
 - 3.2.1 The broader role of distance education in higher education in the light of current and future trends, in particular, changes in information and communication technology.
 - 3.2.2 The role that the single dedicated distance education institution could play in the development of innovative and quality programmes that would contribute to promoting access and enhancing quality within the higher education system as a whole.

4. Process

- 4.1 The Working Group must consult with the appropriate constituencies at UNISA, TSA and Vista University.

- 4.2 The Working Group must establish sub-Working Groups consisting of representatives of UNISA, TSA and Vista University to deal with the different aspects of its work.
- 4.3 The Working Group may commission specialist studies and draw on the experience and expertise of other individuals both within and outside of the higher education sector as and when necessary.
- 4.4 The Working Group is accountable to the Minister of Education. It is required to complete its investigation and to submit its recommendations to the Minister by no later than the end of June 2002.

The Single Dedicated Distance Education Working Group consists of

Mr Franklin Sonn, Chairperson, formerly South African Ambassador to the United States of America.

Ms Cynthia Mpathi, Head, District Development Project, KwaZulu-Natal Department of Education.

Prof Rolf Stumph, Deputy Vice-Chancellor, University of Stellenbosch.

Vice-Chancellor of the University of South Africa or his representative.

Vice-Chancellor of Vista University or his representative.

Vice-Chancellor of Technikon South Africa or his representative.
