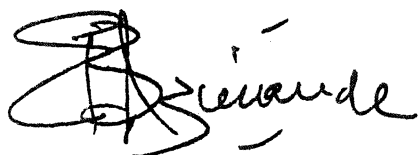

GOVERNMENT NOTICE

DEPARTMENT OF HIGHER EDUCATION AND TRAINING**No. 822****23 October 2013****EXTENSION OF THE PERIOD OF APPOINTMENT OF THE
ADMINISTRATOR TO WALTER SISULU UNIVERSITY**

I, Bonginkosi Emmanuel Nzimande, MP, Minister of Higher Education and Training, in terms of the provisions of section 49B (3) of the Higher Education Act, 1997 (Act No. 101 of 1997), as amended hereby extend the period of appointment of Professor Lourens van Staden, as originally published in Notice No. 556, Government Gazette No. 34718 of 31 October 2011, with six months, effective from 1 November 2013 until 30 April 2014. The terms of reference are attached hereto as Schedule A.



Dr BE Nzimande, MP
Minister of Higher Education and Training

Date: 17/10/2013

SCHEDULE A**TERMS OF REFERENCE****The general and specific terms of reference of the Administrator are:**

1. The extension of the Administrator to take over the authority of the Council of Walter Sisulu University for an additional period of 6 months.
2. To take over the management of the University and to steer the University back to operational and financial sustainability. This will include the strengthening of structures, systems and policies that will ensure good governance and the restoration of the culture of teaching and learning and academic integrity at the University.
3. To assess the impact of the merger and whether there has been a financial shortfall in this regard, taking into account the funds invested by the DHET during the mergers.
4. To manage the challenges regarding the harmonisation of different staff structures.
5. To develop a workable governance model for a multi-campus university taking into account the numerous challenges and inefficiencies that may have been created.
6. To initiate and conclude the appointment of senior executive management in line with the envisaged governance and management model.
7. To introduce short-term and long-term measures to reduce the institution's bank overdrafts.
8. To carry out a forensic audit of the institution in order to identify any corrupt practices and to institute appropriate action within the prescripts of the law, including implementing any action required by investigations, forensic audits or other audits performed prior to administration.
9. To initiate the appointment of a new Council at the Walter Sisulu University, including the establishment of necessary Council sub-committees and the drafting and submission to the Minister of Higher Education and Training, of a new statute for the University.
10. To determine with a view to increasing the different revenue streams of the university, including government grants, student fees and other possible revenue sources.
11. Conduct a detailed analysis of, and report on the academic project which should include the planning processes followed, systems put into place to ensure academic quality, including the viability and sustainability of the current programme offerings, and projected student enrolments in relation to infrastructure, staffing capacity and student support that will ensure an improved throughput rate.

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12. Review and improve the academic integrity and relevancy of the university's programmes and qualifications and if appropriate design a new academic structure.
13. To implement initiatives to restore governance, operations and viable systems and processes in the areas listed below. The Administrator will be guided by the assessment conducted by the DHET with specific recommendations attached as Annexure A.
- a) **Finance** - Adequacy of internal control systems, financial planning, budgeting, financial management and reporting, student financial aid;
 - b) **Human Resources (HR)** - Adequacy of internal control systems, HR planning and HR management;
 - c) **Governance** – Proper functioning of Council and council committees, monitoring, evaluation and reporting;
 - d) **Information Technology (IT)** - IT infrastructure, operational efficiency and effectiveness.
 - e) **Academic Enterprise** - Academic structures, improving academic quality
 - f) **Students** - Proper functioning of student governance, student affairs administration

Annexure A

The detail of the areas to be reviewed and addressed includes the following:

a) Finance

- in conjunction with the governance team member, design and implement reports which will ensure that Council and the relevant subcommittees have suitable data to make sound decisions;
- in conjunction with the IT task team member, minimise the number of bank accounts in use;
- examine all financial processes and make recommendations for improvement;
- determine the extent of backlog maintenance and include these in the budget;
- examine the budget processes and assess the suitability thereof;
- assess the quality of information in the financial system and the methods for deriving it;
- in conjunction with the IT task team member, develop a cost centre structure suitable for a multi-campus environment. Design this structure in such a way as to allow analysis by campus, by faculty, by department etc;
- examine all contracts in operation, the suitability thereof and how the contracts are managed on a day to day basis;
- examine all costs for suitability and assess possible savings for inclusion in a turnaround strategy;
- consider methods of recapitalising the balance sheet to make WSU more financially effective, with the aim of reducing the dependence on overdraft financing;
- engage with relevant consultants to review municipal costs; and
- examine how the payroll is calculated and ensure that staff are properly taxed.

b) Human Resources

- to establish the ideal organisational structure (organogram) for the institution;
- ensure that the harmonisation is properly, expeditiously and economically implemented;
- examine the leave policy and process and recommend improvements;
- conduct an analysis of total cost to company and examine all allowances paid to staff and determine reasonableness and make recommendations for improvement;
- implement a system of monthly controls over the payroll in conjunction with the finance task team member;
- determine whether the pay rates at WSU are within a suitable range and make recommendations in this regard;
- determine whether the staff complement is sufficient; and
- conduct a skills audit to ensure that the employees currently employed are properly suited to their jobs and, if not, consider the interventions required;

- ensure that the work place skills plan is in place and that WSU is achieving the maximum possible Skills Development Levy recovery;
- urgently conduct a staff audit (payroll payout process) in conjunction with the external auditors;
- examine the recruitment and selection process and the role of other committees and individuals/groups in this process and recommend improvements;
- in conjunction with the governance task team member, design and implement reports which will ensure that Council and the relevant sub committees have suitable data to make sound decisions;
- in conjunction with the IT task member ensure that the systems are centralised and deliver adequate management information;
- prepare a monthly plan for the management of the HR department and ensure that the incumbents understand and implement it; and
- Determine the effects and incremental HR costs of operating a multi campus model.

c) Governance

- in conjunction with the other task team members, design and implement reports which will ensure that Council and the relevant sub-committees have suitable data to make sound decisions;
- examine the workings of the Council and its sub-committees and make recommendations for improvement;
- examine the composition of Council in terms of the skills set and make recommendations for improvement; and
- examine the minutes of Council and its sub-committees over the last few years and determine the quality of debate on key issues affecting the WSU. In conjunction with the other task team members determine the quality of data supplied to Council and make recommendations for improvement.

d) Information Technology

- establish an ideal IT infrastructure suitable for a multi-campus environment with such large scale geographic spread;
- determine the hardware requirements and cost for having a centralised database with remote access from other sites i.e. one repository of information, not four;
- examine all the IT access profiles for possible conflicts and make recommendations for improvement. Ensure that it is implemented;
- consider data cleanliness and make recommendations for improvement;
- in conjunction with the finance task team member, develop a system to minimise the number of bank accounts in use;
- in conjunction with the finance task team member, develop a cost centre structure suitable for a multi campus environment;
- in conjunction with the HR task member ensure that the HR systems are centralised and deliver adequate management information;

- assess whether savings are achievable on communications costs; and
- conduct a detailed analysis and report on the collation and use of management information systems including the HEMIS data. The focus should be on the adequacy, quality and integrity of information on human resource and student data.

e) **Academic Enterprise**

- in conjunction with the academic team member review the academic structures and offerings with a view to improving their quality, relevance, articulation and access;
- improve the teaching venues, laboratories and audio-visual facilities to ensure delivery of high quality courses. The venues must be appropriate for the class sizes to avoid overcrowding; and
- improve the throughput rates and ensure that students who fail repeatedly are excluded.

f) **Students**

- in conjunction with the student affairs team member, review the student governance system and establish a robust, competent, coherent and efficient student affairs administration;
 - investigate the NSFAS processes and implement sound financial systems; and
 - develop and implement systems to effectively collect student fees and develop a culture of payment of fees by students. This may mean the exclusion of students who do not pay their fees.
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