Sefako Makgatho
Health Sciences University

Newsletter

2nd Edition

Page 1: Vice-Chancellor's Status Report

- P 4 - Sports Awards
- P 4 - SEPWLICO report

Ms Lerato Sebeya, Sportswoman of the year; Prof Chris de Beer, Interim-Vice Chancellor and Mr Innocent Zikhali, Sportsman of the year - **p3**

Sefako Makgatho Health Sciences University Staff Sports Association Football team are SEPWILCO Champs - **p3**

SMU Status report of the interim Vice-chancellor

Incorporation of the medunsa campus

- The Councils of SMU and UL finalised and signed an Incorporation Agreement during the last quarter of 2016 and are currently implementing the terms and conditions thereof. In terms of the agreement the SMU, inter alia, received a cash amount of R70m which was paid to the University during February 2017. Receiving this amount assisted the SMU to meet its financial obligations during the first quarter of 2017.
- All matters pertaining to pipeline students and transferring staff have been recorded and agreed between the parties and the recognised labour unions and the SMU is in the final stages of establishing its own SMU Retirement Fund.
- The SMU is heavily burdened though with post-retirement medical fund and accumulated/banked leave liabilities with regard to transferring staff, which were not funded by the UL (and also not approved as part of the HDI Grant).
- UL initiated infrastructure developments were completed (200 bed residence and phase 1 of the Pharmacy Building) or are about to be completed (sewer pump station), albeit behind schedule and with substantive budget overruns in some instances.

Governance

- The Council elected and appointed a Chancellor in accordance with the prescripts of the Standard Institutional Statute, 2002 (SIS), and performed the installation on 17 March 2017.
- The Council of the University, constituted in terms of the SIS, performed its governance, strategic guidance and institutional oversight function successfully in accordance with the Higher Education Act, 1997, as amended (HEA), and the SIS.
- The Council developed a Code of Conduct for Council Members, Charters for Council Committees (as required in accordance with good governance and reporting prescripts and practice), a comprehensive Delegation of Authority Framework and a Declaration of Interest Register, and functioned accordingly.
- The Senate of the University, constituted in terms of the SIS, performed its

mandate with regard to the academic enterprise (accountable in this regard to the Council) as well as its reporting responsibilities to the Council successfully and in accordance with the HEA and the SIS.

Student Governance

- With regard to student governance, as contemplated in the HEA and the SIS, the SMU constituted its first democratically elected Student Representative Council (SRC) during the latter part of 2015 in accordance with the SRC Constitution (as developed by the UL and incorporated as part of the SMU institutional rules) after an initial transitional student governance body (TSRC), but regrettably had to revert to a TSRC dispensation again in July 2016 due to internal SRC dynamics.
- Student governance should be normalised at the SMU by August/September 2017 following a democratic election of a new SRC in accordance with the newly developed SMU SRC Constitution (Attention will also be paid to the sub structures of the SRC and residence governance).
- The Council directed that a new SRC Constitution be developed in consultation with the TSRC and the student body as contemplated in the HEA and the SIS (now the Institutional Statute, 2016) as soon as possible, but no later than a date in time for the 2017/18 SRC election (July/August 2017). Processes in this regard have reached an advanced stage (Constitutional Workshop and Constitutional Summit were already held and a Draft Constitution will be submitted to the Council on 12 April 2017 for noting, where after it will be finalised and legitimised in accordance with agreed internal processes for approval by the Council in June 2017).

Institutional Statute

- The Senate, Senate Committees, School Boards and the Institutional Forum have been reconstituted in terms of the Institutional Statute, 2016, and functions accordingly. The reconstitution of the Council and Council Committees is scheduled for 12 April 2017. Management will furthermore ensure that effect is given to the provisions of the Statute, 2016, at all levels.

Organisational Structures And Policies

- The Council approved a new Management Model for the SMU in December 2015 and will fill (with the exception of the position of the Vice-Chancellor) all the executive management positions on 12 April 2017.
- The Council, in consultation with the Senate and the labour unions, as appropriate, developed and approved a new academic configuration (schools consisting of academic departments and units, headed by deans and heads of departments respectively) and institutional organisational structure during 2015/16 for the entire institution underpinned by a delegation and empowerment framework, and is currently filling key positions with due consideration of resource constraints (and with grateful recognition of the recently Ministerial approved HDI Grant).
- The Council approved a range of policy guidelines and institutional rules developed by management in consultation with internal structures and labour unions to replace the current Council adopted UL policy guidelines, with particular attention paid to human resource planning, development and promotion policies and regulations, general institutional and school rules affecting students and the academic enterprise, financial control and protocol, and procurement.

Institutional Stability

- The SMU successfully completed the academic activities of the 2016 academic year and assessment processes and can gratefully record that the first quarter of the 2017 academic year was completed without major disruptions of the academic programme. This follows the volatility experienced during the 2016 academic year. The University is grateful for the fact that during this time little damage was done to University property.

Planning, Quality Assurance And Reporting

- The institution successfully activated the institutional research, planning, reporting and quality assurance functions resulting in the timely submission of plans, reports and budgets in compliance with year-end reporting regulations and the development of an institutional quality assurance and accreditation protocol and programme.
- In accordance with its integrated institutional research and planning approach and as required by the regulatory framework, the University annually updates the Institutional Strategic Plan and Annual Performance Plans and developed a concomitant Institutional Strategic Calendar to ensure institutional focus on performance targets and outcomes and regular internal reporting.
- The SMU commenced with actions to enhance the quality and relevance of the academic project by institutionalising appropriate value chains, a focussed outcome based approach, defined graduate attributes, increased presence in international academic traffic and exchange programmes, and the conclusion of partnerships with peer institutions.

Growth and Related Matters

- The SMU achieved the growth targets for 2017 as agreed with the Minister and the DHET with an overall growth from 5074 in 2015 to 5670 in 2017 (an increase in first time entering undergraduates from 926 in 2015 to 1042 in 2017), amidst the delay in the provision of new academic facilities and the phasing out of on-campus uninhabitable student accommodation.
- The aforementioned growth particularly required an increase in the student accommodation capacity of the institution, and consequently obliged the University to increase its off-campus private accommodation capacity to 2200 at great additional cost, increasing the deficit on the student accommodation account significantly. The Council, however, wishes to recognise the assistance of the Gauteng Department of Health in this regard by availing 150 beds in the Dr George Mukhari Nurses Home to the University in 2016 for student accommodation.
- The SMU aspires to underpin its future growth responsibilities by developing new programmes and continuously enhancing the effectiveness and efficiency of the academic enterprise, including the optimal use of facilities, lecture time, curriculum design, delivery models and modern technology.

Research

- The SMU increased its research output from 57.0 in 2014 to 93.2 in 2015 and unaudited figures show that this trend continued and even accelerated in 2016 and that a similar trend is manifesting with regard to research income
- Researchers of the Institution are receiving more and more recognition through the conclusion of national and international research partnerships and cutting edge research and clinical protocol, most notably with regard to minimum intervention surgery, HIV/AIDS trials and tobacco related research
- The SMU is committed to moulding its research focus on to institutional specific and unique niche areas, whilst improving the impact and relevance of research innovatively and achieving an improved alignment and integration of postgraduate studies with research priorities and funding sources.

Transformation and Racism

- The institution recently announced its quest to eradicate racism as well as the institutional processes to respond to manifestations thereof.
- The SMU developed the framework for an institutional transformation plan with due observance of national imperatives, specific goals and timeframes for the higher education sector and agreed institutional transformative outcomes, with a view to affecting substantive institutional transformation and reporting strategies and progress to the Minister and the DHET.

In Sourcing of Campus Services

- With the exception of Gardening Services, the SMU successfully implemented an insourcing programme within existing budgetary provisions for service providers, and in addition reached an agreement with labour unions on a timeframe to achieve remuneration parity, with due consideration of resource constraints. Gardening Services will be insourced when the existing gardening services contract expires on 31 December 2017.

Student Services

- With a view to significantly changing the student experience and success at the SMU, the institution has embarked on a programme of revising and refocusing its student development programmes, support systems and campus services.
- In support of the aforementioned the University, for instance, established the Centre for University Teaching and Learning (CUTL), developed plans to upgrade the existing student clinic to become a full-fledged student health centre where all health related student services will be located and integrated, commenced with the upgrading of the existing student cafeteria and adjacent recreational area, the comprehensive refurbishment of two on-campus residences, the preparation of additional on-campus entertainment areas for students, and a properly designed and furnished bus stop facility. The aforementioned CUTL, entertainment centre and bus stop will be housed in underutilised existing facilities, which are being refurbished.
- In 2015 the SMU commissioned a comprehensive facilities audit which confirmed the seriously neglected state of the University's infrastructure and the investment required to perform emergency and future routine maintenance with a view to preserving existing facilities. The SMU was advised to vacate and demolish certain accommodation facilities due to health and safety risks and the irreparable state thereof. The University, with the support of the DHET, is attending to this serious challenge.
- The SMU also resolved to vacate uninhabitable student accommodation (185 beds) and committed to moving all students living in off-campus accommodation (2200) to on-campus facilities within the next two years.

Infrastructure Delivery

- The Council resolved to appoint the Infrastructure Delivery Unit (IDU) of the DBSA to deliver identified maintenance and infrastructure projects (to an amount of R53,5m) due to the lack of internal capacity and expertise. Part of the brief to the IDU is to assist with internal capacity building and training. Project schedules, timeframes and resource allocation have already been finalised and the IDU has already commenced with the work.

New Infrastructure Projects and Funding

- The SMU developed the Systems Renewal Project aimed at redesigning the ICT architecture and infrastructure and replacing the obsolete telephony system. These projects are in progress. More emphasis will henceforth be placed on the maintenance and improvement of academic facilities and infrastructure.
- The SMU has reached an advanced stage of planning and financing major new infrastructure developments from a basket of funding opportunities, consisting of contributions from the DHET, funding facilitated by the Task Team of the Director- General of the DHET on the Provision of Student Housing, a loan from the DBSA and contributions from other funding agencies.
- The newly planned infrastructure developments will be aligned with the SMU Master Plan, will comply with prescribed norms and standards, including the green campus imperatives, will cater for the immediate needs and anticipated growth of the institution and will finally result in the optimal use of existing facilities designed for academic use. The permission of the Minister will be acquired for these infrastructure developments as required in accordance with the HEA.
- The newly planned infrastructure developments should, among others, include new on-campus student accommodation (at least 2000 beds within the next 18 months and a further 1000 within the following 3 to 4 years), a new student centre (a multipurpose, custom designed facility housing student governance and support functions, recreational and catering/restaurant/convenient shop facilities and the like to be completed within 3 to 4 years), a new administrative complex (housing management and all administrative and support departments, consisting also of boardrooms, council/senate chambers and basic conference facilities, within the next 4 to 5 years, which will free-up prime academic space in facilities primarily designed for academic purposes), a number of new academic complexes (within next 2 to 3 years), a revival of the University's Sports Facilities (preferably within the next 2 to 3 years), and the restoration of the University's irrigation system and perimeter fence (preferably within the next 2 years).
- The SMU gratefully recognise the recent allocation by the Minister to the University of the amount of R1.2bn over the next four years for infrastructure development (R1bn) and efficiency (R200m). The SMU also received R55m in 2016 specifically for new student accommodation and plan to secure a loan of at least R250m from the DBSA (with the permission of the Minister as required) for student accommodation. An amount of approximately R1.25bn will therefore be available for infrastructure development over the next four years, which should serve as the point of departure for SMU's planning scenarios for the next 4 to 5 years. It should also be clear that the University will be obliged to further strengthening its planning function and capacities, apart from a strongly developed delivery platform.

Financial Sustainability and Institutional Advancement

- The Council and the Management have paid specific attention to the financial sustainability of the institution, in particular additional recurring income streams, cost containment measures, enhancing the effectiveness and efficiency levels of the institution and funding its DHET ring-fenced and Council designated liabilities.
- The institution is currently experiencing a substantial operating loss and is totally dependent upon the Minister and the DHET to fund such, as well as substantive maintenance and infrastructure development costs, and this unfortunate state of affairs will prevail for a number of years to come. The substantive support of the Minister and the DHET in this regard has been recognised above (paragraph 14). In addition, the award of an HDI Development Grant of an amount of R37,7m over the next three years for specified capacity building projects critical for the current development phase of the institution, including a document management system, the establishment of development and institutional planning offices and governance development and associated processes, must be recognised as well.
- The challenge is deepened by the fact that the SMU (and the UL before the incorporation) during 2015/16 did not meet its contributory obligations (not even reflected in its current budget) towards the Gauteng Department of Health and the National Health Laboratory Services towards the remuneration of jointly appointed staff. However, the Council wishes to gratefully acknowledge the special and development grants received from the Minister and the continuing efforts of the government to improve student financial aid, assisting institutions with historical student debt and fee increases, and the conclusion of partnerships with the private sector to assist the “missing middle”. The SMU has also taken initiatives to secure contributions from the private sector in this regard.
- After appointing the full complement of senior management, the institution will be better positioned to aggressively enter

the institutional advancement market, whilst activating new academic programmes, diversifying the PQM and expanding the research endeavour, will hopefully further contribute towards efforts to strengthen the income base.

- The SMU is particularly constraint to optimise opportunities to strengthen its income base through tuition and accommodation fee income (which are at a relatively low base), due to the financial profile of its student body and the unresolved challenges pertaining to the #FeesMustFall Campaign.
- The SMU is in addition engaging the DHET with a view to developing a customised funding dispensation for the institution.

Financial Control and Reporting

- Following the negative External Audit Report from Deloitte regarding the 2015 Annual Financial Statements and related matters, the Council resolved to appoint PwC to stabilize the financial function and to prepare the institution for the 2016 audit. This project is carefully monitored by management and the Audit and Risk Committee of the Council and progress is reported to the relevant Council Committees and the Council regularly.
- The project is progressing well and management is confident that a disclaiming audit report will not be repeated and that adequate institutional capacity and competencies will exist when PwC disengage.

Prof Chris de Beer
Interim Vice-Chancellor

SMU SPORT & RECREATION REWARD SPORT STARS

Mr Innocent Zikhali and Ms Lerato Sebeya were named Sportsman and Sportswoman of the year 2016 during the annual SMU Sport Merit Awards. Both Zikhali and Sebeya walked away with floating trophies, certificates, blazers and Virgin Active vouchers for their feats. The complete list of the winners include: Team of the Year - Fitness Aerobics; Coach of the Decade - Isaac Mashinini (Karate); Coach of the Year - Gordon Makwala (Fitness Aerobics); Most Improved Team of the Year - Superpool;

Staff Sports Honorary Awards – Sefako Health Sciences University Staff Sport Association (SMUSSA); Student Sport Administrator of the Year - Remofilwe Poeng; Most Disciplined Team of the Year – Netball and the Lifetime Achiever award went to Mr DJ Mokoka (Athletics).

Ms Lerato Sebeya, Sportswoman of the year; Prof Chris de Beer, Interim-Vice Chancellor and Mr Innocent Zikhali, Sportsman of the year.

Team of the Year - Fitness Aerobics (above), Coach of the Decade - Isaac Mashinini (Karate) and Mr Jacob Seitshiro (SMU Sport Official), right.

Most Improved Team of the Year - Superpool

Left: Coach of the Year - Gordon Makwala (Fitness Aerobics), and Mr Lesego Phetlhe (Sport Official)

Right: Student Sport Administrator of the Year - Remofilwe Poeng

SMU Hosts SEPWLICO Tourney

Sefako Makgatho Health Sciences University (SMU) hosted a four team SEPWILCO tournament that comprises Department of Public Works (DPW), University of Limpopo (UL), and Department of Correctional Services (DCS). The fun-filled day produced interesting results that kept spectators on their toes

Sefako Makgatho Health Sciences University Staff Sports Association Football team are SEPWILCO Champs