To all Staff and Students

I trust that all the preparations for examinations and end of the academic year are going well. In this newsletter I would like to deal briefly with the following items:

A) THE NEW MANAGEMENT STRUCTURE
B) INTERIM PROCUREMENT ARRANGEMENTS
C) THE INSTITUTIONAL STRATEGIC ADVISORY COMMITTEE.

A) THE NEW MANAGEMENT STRUCTURE

After protracted consultations with the Administrator, top management and the new Council of the university, I believe that now is the time to share the outcome of our deliberations regarding the new management structure (see attached organogram). Following my appointment in 2007 and the dramatic changes necessitated by our institution growing exponentially more complex we crafted a new vision and mission suited to our new status as a university of technology.

VUT has achieved great milestones in the last few years and the current trajectory suggests that it is time to address the quality of our performance in specific areas in the wide spectrum of the operations of the university. The new management structure is intended to give the core functions of the institution a new thrust, focus and prominence.

1. Deputy Vice-Chancellor: Academic and Research

The workload of this position has increased in leaps and bounds in the last three years. Also, it is becoming clear that research is becoming the bedrock of all our activities as a university. Further, there is the trend in higher education, particularly universities of technology, of paying greater attention to the development of centres of excellence that can assist us to make a great impact on the socio-economic challenges facing government, business, commerce and society.

For the above reasons and more, the current position has been split into two Deputy Vice-Chancellor roles, namely DVC: Teaching and Learning and DVC: Technology, Innovation and Advancement.

2. Deputy Vice-Chancellor: Governance and Operations

This position has been renamed Deputy Vice-Chancellor: Operations and Resources.

The increased demands made on our current Governance and Operations portfolio due to government's focus on improving university infrastructure, capacity and student housing, has necessitated a review of the function and to re-focus its attention on the strategic reallocation on resources, buildings and support services throughout the institution.
3. **Registrar**

Best practice in most institutions of higher learning, is to locate Governance in the Office of the Registrar. With the increasing challenges of fraud, corruption, ethics, corporate governance, regulatory compliance, statutory reporting and the need for an integrated academic administration, it was found necessary to locate the Governance function within the office of the Registrar.

4. **Chief Financial Officer (CFO)**

The university has done exceptionally well in the last five years in terms of financial management and reporting. We are proud that in this period, VUT has received "unqualified" financial statements and audit reports.

However, with the increasing student debt and institutional needs, the university was compelled to find innovative ways to grow its third and fourth streams of income. The continued ability of the institution to continue to attract donors and investors has become more critical at this time, considering that the current high levels of spending by government will not be sustainable.

The CFO will monitor key financial risks, including credit risks and investment opportunities on a continuous basis.

5. **Executive Director: Human Resources and Organizational Development**

The shift from a transactional to a strategic, value-add department reporting directly to the Vice-Chancellor and Principal has propelled the Human Resources Division into a core top management function.

Apart from being a Business Partner to the business of the university, the management of Human Resources has been identified as one of the areas that required greater institutional support and attention.

6. **Executive Director: Student Support Services**

The university’s key customers are its students and top management wants to ensure that their concerns remain uppermost in the management and development of the institution.

7. **Rectorate**

The highest management decision-making body, Rectorate, according to the new Institutional Rules, will now be known as the Executive Management Committee (EMC). Members of the EMC consist of the following:

- **DVC: Academic**
- **DVC: Technology, Innovation and Advancement**
- **DVC: Operations and Resources**
- **Registrar**
- **Chief Financial Officer**
- **Executive Director: Human Resources and Organizational Development**
- **Executive Director: Student Support Services**

The current Executive Management Committee (EMC) has been renamed the Extended Management Forum (EMF).

8. **Chancellery**

The Chancellery, which advises the Vice-Chancellor and Principal on emergency issues, will consist of all three DVCs and the Registrar.

**B) INTERIM PROCUREMENT ARRANGEMENTS**

A new Procurement Policy is being finalized for implementation in 2014. In the interim, Council has approved the use of Interim Procurement Arrangements which are in the process of being implemented with the assistance of the Procurement Department in Finance.
C) THE INSTITUTIONAL STRATEGIC ADVISORY COMMITTEE

The life-span of an institution of this nature stretches over many years and generations. To ensure that the university continues to be viable and relevant for years to come, it was found necessary to establish an institutional strategic advisory committee under the Vice-Chancellor and Principal, whose primary task is to look into the future needs and opportunities of the institution for the next 10 to 20 years. I will be able to share more about this committee, once its terms of reference have been finalized.

Conclusion

All comments, queries and suggestions regarding the contents of this communique can be directed to this email address:

askthevc@vut.ac.za.

Regards

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Vice-Chancellor and Principal

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