



**Vaal University of Technology**

*Your world to a better future*

**Vice-Chancellor and Principal**

**Tel: +27(0)16 950 9275/9215**

**Fax: +27(0)16 950 9800**

## THE VC ADDRESSES THE VUT COMMUNITY

Prof Gordon N Zide (PhD)

Vice-Chancellor and Principal

Professor Emeritus (Anthropology) (UNISA)

Date: 2 August 2017

## **1. INTRODUCTION**

May I take this opportunity to wish you well in the various tasks which lie ahead as we commence with the operations of the second-semester.

This is now the third (3) month since I have been in office and so, I would wish to thank you all for the very warm messages of support and encouragement, some of which continue to pour in even now. I am indeed humbled by this gesture. Some colleagues have decided to come to my office personally to express their support and convey their best wishes as I journey with all of you in the new role I have assumed. I am under no illusion that the road ahead will sometimes be bumpy and arduous as we could be trying to avoid the very many potholes on the road but some potholes will regrettably be unavoidable and this is where our collective responsibility and inclusive leadership will be required. Whilst colleagues have collectively and individually pledged their support to me, I wish to reciprocate the gesture by advising that I, too, will do the very best I can to lead this Institution with distinction and dedication.

The above having been said, I would, as early as now wish to raise the following concerns and therefore request your support and co-operation in rooting out all of these social evils which seem to have 'captured' our University:

## **2. CONCERNS/OBSERVATIONS**

### **2.1 Cliques and Factions on Campus**

I am at pains in trying to fathom what it is that seems to be tearing this Institution apart. Dividing the Institution into cliques, slates and factions is not only toxic but creates an unnecessary instability and tension on Campus. This

University has the potential of being one of the very best Institutions in the country if we can only focus on what is in the best interest of the University and forget about what we can get out of the University. Personal aggrandizement should have no place and space at our University and to this end, I would wish to advise the VUT community that failure to follow the normal internal procurement processes in order to beat the system will not be tolerated and that anyone found guilty of this gross and grotesque misdemeanour will regrettably have to pay the price if found guilty.

## 2.2 Corruption and Fraud

Another area of great concern to me is the one pertaining to corruption and fraud. If there are any cancerous social ills which would have deleterious effect on this University are those pertaining to corruption and fraud. We do read about such evils in the media and sometimes we ask ourselves the question: **“But what has gone wrong with our society?”**

However, when such evils happen right under our nose, we seem to turn a blind-eye. Colleagues, this cannot be and as early as now in my term of office, I would wish to state it quite categorically that **“CORRUPTION AND FRAUD”** at VUT will not be tolerated no matter at what level. Those found guilty of the offence will blame themselves when the ultimate sanction is passed.

In my engagement with the various stakeholders since I assumed duty, I advised the Finance Department **NOT TO PROCESS ANY REQUISITIONS** which may come its way if it can be proven that it is **ERRORNEOUS** and **IRREGULAR** and even if the same bears the VC’s signature. Ethical Leadership starts at the top.

As you may be aware, there have been reported cases of alleged corruption and fraud and that actions have led to suspensions and dismissals. When things like these happen, one is immediately forced to think about the innocent children and families of the victims. It is with this sensitivity in mind that I would like to make a special appeal to the University Community that we all should resist the temptation of falling into such traps. Before, becoming a victim of these evil deeds, think of the consequences and also think of your families!

Should we however, fail to desist and resist the temptation and the rule of law takes its course, we would only have to blame ourselves and not the University for any action taken against us collectively and individually.

May I request you all to please accept this message as a friendly warning!

### 2.3 Use and/or Abuse of Power and Authority

There have been reported instances where some colleagues use their seniority to “force” other colleagues to process documents and/or requisitions even if such requisitions have not followed regular processes and/or guidelines. Colleagues, I appeal to all of you to live in accordance with the values of the Institution, amongst which “Respect” and “Collegiality” are prominent. We are in this business together and all of us have to ensure that the University gets “unqualified audit statements”. This can only happen if we listen to the other voices when proper procedures are explained to us, even by the most junior person in the organisation!

### 2.4 Racism and Racial Prejudice

Not only does the country come a long way in fighting against racial prejudice and racism, but VUT too has equally learnt from its past mistakes. Because of this, I wish to state it upfront that both Racism and Racial Prejudice have no

place at this University. It is not a matter of choice but is a matter of do and conform.

It is not a mistake that we bear different skin pigmentation and accordingly there is no one who is superior to other people because of the pigmentation of the colour of the skin. If we are serious about equality, and equity, then racism, racial prejudice and sexism amongst other evils should have no place and space at VUT.

## 2.5 “When Victims Become Killers” by Mahmood Mamdani

Mahmood Mamdani in his masterpiece book, “When Victims Become Killers” (2002), traces the tragedy of the Rwandan Genocide where those who were oppressed under their previous Governments attained their freedom and independence, instead of enjoying it, became killers of their own. This example finds expression and resonates with what is happening at VUT currently, because some of those who only yester- year, yearned for a free and prosperous as well as a well-resourced Institution are now the ones who are “killing” the same institution by looting its resources. I think I am correct in equating their behaviour with what Mahmood Mamdani aptly calls “When Victims Become Killers”. Looting of the resources of the University, even if it is on a small scale is evil and treacherous and cannot be tolerated and acceptable at all- not to mention the looting that is rampant through tenders and procurement processes.

### **“When Victims Become Killers”**

The question, which we will ignore at our own peril is:  
**“Do we have killers in this Hall?”**

If the answer is “Yes” what then is the appropriate sanction for a “Killer?” the maximum sentence of a killer is to spend a long period or a life-sentence behind bars, and so, should there be evidence of looting the resources of the

Institution, don't blame it when the maximum sentence is imposed on those who "kill" the Institution by looting its resources. I am echoing the sentiments of those who have deep rooted interest for this University, as one of the 10 Commandments of the Bible, clearly states:

**"Thou shall not kill!"**

Let us understand the context in which "killing" is herein used!

## 2.6 The Financial Position of the University

Whilst I am not in a position to give a detailed picture of the Rands and Cents of the University, I can however, inform you that the picture does not look rosy at all as the University faces a Student Debt in the Region of R500m and this situation calls for an immediate Turn Around Strategy. There are a number of factors which have contributed to this state of affairs and the following have been identified as some of them:

- i. The absence of a Fund-Raising and/or Resource Mobilization Office
- ii. Failure by some students to service their debts and also failure to honour their signed agreements with the University
- iii. The no fee increase for 2016
- iv. Inability to implement the Student-Debt Reduction strategy

To address these challenges the Institution would have to inter alia embark on the following strategies:

- To put in place austerity measures and the EMC will have to discuss and consult with you what such austerity measures would have to be;
- To urgently embark on a fundraising campaign and in doing so, consider the following:
  - Establishing a Fundraising Committee which would comprise members of Management, Staff and Students;

- Resuscitate the position of a Director: Fundraising and Resource Mobilization;
- Encouraging members of the Alumni Association and the Convocation to give back to the University in order to support those students who come from poor and disadvantaged backgrounds;
- To ensure that Research as a leg of fourth (4<sup>th</sup>) stream Income Generation is promoted and supported.
- To establish the Vice-Chancellor's Bursary Fund
- To resuscitate the VUT Foundation/VUT Trust.

### **3. THE SIX PILLARS OF THE UNIVERSITIES OF TECHNOLOGY AS LEVERS FOR POSITIONING THE VAAL UNIVERSITY OF TECHNOLOGY**

As a part of positioning Universities of Technology, du Pre (2013:13-14) identified the following pillars:

- Excellence in Teaching and Learning
- Promoting Applied Research
- Developing Leadership in Technology
- Promoting Technology Transfer and Innovation
- Establishing Partnerships
- Advancing Internationalization

As a University which is at the cutting edge of the 4<sup>th</sup> Industrial Revolution, VUT, will embark on a process which would recognise and reinforce all of the above pillars of a University of Technology. There can be no Vision without a Dream and if we all share a dream of a United and Gossip free Institution, we can achieve the ideals espoused in the abovementioned pillars.

As can be seen from the abovementioned pillars, the centrality of each one of these does not necessarily rest with one person, but is a collective responsibility which I cherish but obviously the VC has to be a Strategic Leader and a Champion of each and every one these pillars.

The idea of establishing Listening Sessions is for instance a response to what we ought to do as this University-we cannot lead when we do not LISTEN to those whom we lead-this being one of the traits of a Listening leader. As we shall be embarking on a process of Building the Institution together and carrying on with the Legacy of Prof Moutlana we shall be conducting Listening Sessions, these would allow the University community to share their concerns and/or complaints with us as management but also where appropriate and necessary share comments and compliments. This is but one way by which we can collectively build a culture of discipline, accountability, transparency and ownership of our processes.

Where complaints shall have been identified, the expectation is that such complaints would have to be dealt with expeditiously and to this end, TIME-FRAMES will be drawn up so that we avoid a situation of procrastination without consequences. We shall also ask the Faculty of Management Sciences to help us develop Service Level Agreements in order to expedite our Service Delivery procedures and processes. Next to each identified action, a person responsible will be mentioned so as not to leave things hanging with no follow up model/process!

#### **4. STATE OF THE UNIVERSITY ADDRESS**

I have repeatedly advised that as a Public Institution, we owe it to the Public to know what our operations are and to this end, a State of the University Address will be held in March/April 2018.

VUT will be the first of the 26 Public Universities to hold a State of the University Address. The Corporate Affairs Directorate will work out the Logistics and the expectation is that University Community will attend and that on a chosen date, the VC will be expected to respond to questions which would emerge from the Address. The event will be arranged in such a manner that the DHET will be invited as well as the Captains of Industry, members of the Media, members of Council and indeed members of the Public. This will be a demonstration of our commitment to public accountability!

- Budget speech

Once the University Budget shall have been approved by Council, the CFO will present the same to the University Community. The same approach as articulated above will be followed. The rationale behind this approach would be to ensure not only transparency but responsibility and accountability.

- Similar Addresses by other Portfolio Managers

There is a lot that is going on at the University which is not reported and so, to make sure that we operate on the same page, the following Portfolio Managers will equally make similar presentations as the one by the VC and CFO:

- The Deputy Vice-Chancellor: Academic and Research.

Of particular importance for the DVC: A&R, would be to take us through the Academic Plan and to elaborate on the interface between this plan and the

Institutional Strategic Plan. The DVC will also touch on the Graduateness of our students.

- The Registrar

The Registrar will not only limit his presentation on operational matters of Enrolment Plan, FTE's, Head-counts, etc. but will propound on the Governance issues as they impact on the University Community.

I believe that if we adopt this approach, we would be able to join hands and take the institution to the next level of maturity and development.

I must also add that not only would such presentations be limited to the abovementioned colleagues but that the following will equally be expected to make similar presentations to the VUT Community:

- Executive Deans
- Executive Directors
- Some Directors, eg, the

Director: Social Justice and Transformation

Director: Special Projects-VCs Office

Director: Marketing

Director: Control Systems Management

There are of course other Directors not mentioned and the impression should not be created that they are less important. No! They are not but as and when this process unfolds these will be identified so that we can all operate on the same page.

## **5. LIVING AND BREATHING THE INSTITUTIONAL VALUES**

It is common knowledge that VUT has adopted and embraced the following values:

- Excellence
- Mutual Respect
- Collegiality
- Honesty and Integrity
- Tolerance
- Diversity

Whilst we can all RECITE these, I wonder if we have paused to ask ourselves what these mean to us as individuals and as a collective!

What I would like to suggest is that at our different Departmental meetings, we should discuss, dissect and digest each one of these values and come to a common understanding regarding what these mean to us as individuals and also as a collective. Once this has been done, then we should forward our collective understanding to Bheki in Corporate Communication who will then put together an all-embracing University understanding of what the values mean to us all.

It must however, be noted that the culture of inclusivity does not necessarily encourage people to by-pass protocol. Colleagues are urged not to run to the office of the VC for issues which they can ordinarily discuss with their Line Managers. Running straight to the VC, not compromises the office but equally puts unnecessary pressure on him if free access to this office is not managed properly. The VC can be implicated on things he has no clue on as his name would potentially be used in vain, as a result of people running straight to his office and thereby by passing and avoiding protocol. This must be avoided at all cost!

## 6. BREAK-AWAY SESSION: 18-19 AUGUST 2017

On the 18-19 August 2017, the EMC, Council members and other selected members of staff, eg HODs, Executive Directors, Executive Deans, Directors, and some staff members in the office of the Vice-Chancellor as well as Committee Services, etc., and due to strategic nature of their Portfolios will be taking a Break-Away on a venue yet to be decided upon by the Registrar and the Director: Special Projects in the Office of the Vice-Chancellor.

Some of the issues to be discussed at the Break-Away session would *inter alia* include:

- To Review the VUT Strategy
- To consider a Structure which will resonate with the New Strategy
- To consider the VC's strategic positioning of VUT
- To locate and identify the strategic operations of the University (Academic, Administration, Finance, Physical, etc) which will also resonate with the Reviewed Strategy of the University.
- To consider the Performance Contract of the VC.

For the first time, after the Break-Away Session and in order to roll out the Strategy of the University, a consultative process will be embarked upon with other stakeholders, eg

- IF
- Senate
- Organised Labour
- SRC
- HODs of Service Employees, etc. For any strategy to be embraced by all needs to be brought on board for a collective-buy in.

This approach will resonate with a culture of transparency and inclusivity. We cannot have a strategy adopted at the top without us ensuring that the rest of the VUT Community has bought into it.

Finally, the revised strategy will have to be adopted and approved by Council.

The approach adopted by the VC will embrace Inclusive Leadership as articulated by Charlotte Sweeney and Fleur Bothwick (2016), wherein they advise that Inclusive Leadership entails the following elements which this presentation seeks to address:

- Building a business case
- Engaging stakeholders
- Developing a compelling strategy
- Embedding Diversity and
- Inclusion into people and business processes
- Driving sustainable culture change

We are on the Mountain-side of our journey to a better VUT but for us to get to the Top of the Mountain, we would have to stop and look back on the road travelled to date and where we want to take the Institution to. The journey will be long and arduous but still, it is a journey worth taking! You and I have the responsibility of ensuring that this Institution gets to the Top of the Mountain. Those who do not want to, will be left on the Mountain-side and will only have themselves to blame!

## **7. CONSEQUENT MANAGEMENT**

At its meeting of 23 June 2017 at which I submitted and presented my Seminal Report on the then 53 days in office, Council, among many other instructions given to me, was that I should implement Consequent Management. To this end, I am prepared to oblige as I have no option but to carry out the Mandate given to me by Council.

To help me deal with the process, we shall as a matter of urgency implement an effective Performance Management System, which will, *inter alia* serve the following purposes:

- i. To recognise good and above average performance and then incentivize those members of staff who, in their service delivery go beyond the call of duty;
- ii. Performance Management will be developmental in its approach that is where weaknesses shall have been identified, we shall put in place systems and processes to help colleagues to improve their performance;
- iii. Where there is a perennial and consistent failure to perform, notwithstanding all efforts and remedial steps taken to assist a colleague to deal with such weaknesses, then he/she will be deemed to be either negligent and/or is operating on the basis of sheer dereliction of duty and in this regard we shall have to act, as we cannot condone poor-performance.

What this suggests is that Employees will be held accountable and liable for their actions. We cannot dawdle on this one as the survival of the Institution rests on each and every one of us. As for me, I am prepared to put my neck on the block for the sake of the Institution.

May I add that no one will be treated unfairly and/or be victimized BUT, we all have to pull our socks if we are to profile and position the Institution and thus echo Prophet LaNdwandwe's sentiments, to wit:

**“Akusiko Kwani kwebantfu” (It is not about me, it is about the people)**

These sentiments express the Philosophy of the Late King Sobhuza II, wherein he put the interests of the people of the Kingdom of Swaziland above his own personal interests. I do therefore wish to make a pronouncement that at VUT there will be “no Holy cows” as everybody will be subjected to the same Rules and Procedures and that we all have to tow the line and so, my plea is: **“Help me to Help you ...”**.

## **8. STAFF DEVELOPMENT AND CAPACITY BUILDING**

One of the areas in which we can build this institution together would be to find ways of developing and building staff capacity. As an Academic Institution, operating in the 21<sup>st</sup> Century which is highly technologized, we cannot afford to play lip-service to staff development and capacity building. It would be a travesty of justice if some of our colleagues join the University with a Matric Certificate and retire with the same Matric Certificate and/or with a Diploma and retire with a Diploma. Let us use the available opportunities and possibilities to improve the quality of our lives as well as our careers. Promoting the ideas embodied and embraced by Prof Klaus Schuab, the Executive Chairman and the Founder of the World Economic Forum, in his Book on the 4<sup>th</sup> Industrial Revolution, we should live true to those sentiments and thereby accommodate the (i) Traditionalists (ii) The Baby Boomers (iii) The Generation Ys and the Generation Xs of the current conjecture. In doing

so, we shall not only be taking and/or promoting our colleagues from one level to the next but that we shall be up-scaling the University:

From Good to Better  
From Better to Great  
From Great to Awesome  
From Awesome to Auspicious  
From Auspicious to Ostentatious  
From Ostentatious to Fantastic  
From Fantastic to Fabulous  
From Fabulous to Remarkable  
From Remarkable to Incredible  
From Incredible to Magnificent  
From Magnificent to Majestic  
From Majestic to Splendid  
From Splendid to Spectacular  
From Spectacular to Revolutionary, and  
From Revolutionary to Contentment.

This, will move the individuals concerned and the Institution from one Glory to the next and in the process, there will be no losers but only Winners!

## **9. ETHICS: THE BURDEN AND THE AUDACITY OF LEADERSHIP**

A visionary and an Ethical Leader is the one who focuses on the Institutional goals and is not distracted by shenanigans and obstreperous and disgruntled people. Only ethical leaders are able to carry their burdens with audacity and at the same time with humility. It is therefore most fitting to link the burden and the audacity of leadership with ethics and morality as one because of the

centrality of these concepts in any Governance processes of an Institution. Unethical and immoral leaders tend to give in and give out during times of uncertainty, trials and tribulations and therefore fail to withstand the heat of the moment.

It is no secret to state that the burden and the audacity of leadership resonate with the power and the capacity of ethical leadership which is embedded in the following:

### 9.1 Capacity to lead

Inherent to all of us-as change Management Leaders is the capacity to lead. What this means is that we are all endowed, with the God's given power and wisdom to lead. This power and capacity suggests that God never gave us power to abuse others but gave us power to stand-up straight in an up-side down environment and this is what all of us need to do, in order to build a new Culture of Honesty, Integrity, Collegiality and Trustworthiness at VUT. I will certainly champion this vision.

### 9.2 Capacity to discern between Good and Evil

The burden and the audacity of Ethical Leadership is the ability to discern between Right and Wrong. This is what makes men and women of integrity to operate above the fog in the midst of confusion and perplexity. This is an ability to stand up straight in an upside down environment. The burden and the audacity of Leadership challenges ethical leaders to be able to face the storms of life head-on and not buy cheap popularity at the expense of the University. Please take note of the fact that I am not going to buy cheap popularity- it is better to stand alone on a matter of principle!

### 9.3 Capacity to lead objectively

The burden and the audacity to lead objectively suggests that an ethical leader takes no sides in a dispute but takes the side of truth and justice and rules fairly and objectively even if it means standing up against his/her very close friend. Objectivity is a phenomenon which is fast losing the grip of many leaders in the continent and not to mention in some circles of the Higher Education Sector. At VUT, we will have to make every effort to lead fairly and objectively. Leaders who promote conflict and dissension are by their own actions not ethical and as such are compromising their very own credibility, integrity and their capacity and standing in society. The burden and the audacity to lead objectively assumes impartiality and recognises the essence of human values of:

- Integrity
- Honesty
- Fairness
- Loyalty
- Equality and Equity
- Trustworthiness

The capacity to lead objectively means that one becomes ecstatically enthused as his/her leadership becomes:

- Ecclesiastically fulfilling;
- Psychologically motivating;
- Politically satisfying;
- Culturally stimulating;
- Socially intriguing;
- Intellectually invigorating; and above all
- Scientifically mesmerising.

This is what it means to have the capacity to lead objectively!

#### 9.4 Capacity to Listen

The burden and the audacity of ethical leadership assumes the ability and the capacity to listen. The capacity to listen means that a leader has to face and accept constructive criticism. An ethical leader has to learn to develop a capacity to listen, no matter what the circumstances are. It is only through listening that a leader can grow and develop from one level to the next. A leader has to listen to the voices of those who are raising opposing views as there could be elements of truth from what they are raising- an ethical and transformational leader entertains such divergent views for his or her own growth and development. The capacity to listen shapes and forms one's own leadership style and at the same time makes one a better person.

#### 9.5 Capacity to Rejoice in the Midst of Challenges, Trials and Tribulations

**The Bible says:**

**“My strength is made perfect in my weakness”**, and so, it is not always an easy task to be a leader as many stories will be created, formulated and said about him or her- this is the burden and the audacity of leadership. A strong and resilient leader is the one whose leadership style and strength have been tried and tested and when such tests come in, in many forms and shape and when he/she is faced with man-made storms of injustice, abuse, vilification, interposition and nullification, it is during such times that an ethical leader has to rejoice and say:  
**“Even these shall come to pass”**

This is the kind of leadership I am hoping to provide for VUT as there will be moments when tough decisions will have to be made and when such moments arrive, I will rejoice and say:

**“My strength is made perfect in my weakness”**

If we can develop this kind of leadership and hegemony for VUT we shall be living true to the philosophy of the Late King Sobhuza II, to wit:

**“Akusiko Kwami Kwebantfu” (It is not about me- it is about the people)**

The burden and audacity of true leadership rejoices in the midst of these challenges as a strong brick is the one which went through the furnace of fire. It is in situations of such vicissitudes, conundrums, complexities and perplexities that a leader rejoices in the midst of challenges and in this regard I would wish to echo the sentiments of the Presbyterian Xhosa Hymn and say:

**Ndiya Kuthi ndakudinwa  
Akuphel' amandl'omzimba  
Ndiziphak' amiseleKuW'izandla  
Ndicele Kuw' amandla**

For those of you who do not understand the Language, the loose English translation of this verse goes as follows:

**I will, when I get tired and weary  
When the strength of my Body escapes me  
Lift-up my Hands to Thee  
And ask Thee to invigorate me**

This is what rejoicing in tough times means for an ethical and transformational leader.

The expectation is that whilst I shall be providing this kind of leadership all those who are holding leadership positions throughout the Institution will be expected to adopt and embrace the same style of leadership as the Institution is larger than anyone of us. The Capacity to love one's work unleashes joy, greater effectiveness, productivity and endurance.

#### 9.6 Capacity to stand-up straight in an upside-down environment

The capacity to stand-up straight in an up-side down environment suggests that a leader is able to:

- Stand up for his/her convictions
- Stand up for Truth and Social Justice
- Be prepared to stand-up alone even if the multitudes are against his/her idea's

The above points are some of those which we could consider in our quest to taking the Institution from one level to the next.

#### 9.7 Capacity to control anger

One of the most important characteristics of a true ethical and transformational leader is to have the ability to control his or her anger. A leader who is always angry loses his/her credibility, integrity and the respect of those whom he/she leads. The capacity to control anger as a leader simply means that an ethical leader does not instil pain to the people whom he/she leads but endures pain- and so the saying goes:

**“No pain no gain!”**

It is a fact that an ethical leader who controls his/her anger remains rational and by his/her own actions promotes productivity and ingenuity amongst those with whom he/she leads the Institution.

## **10. OTHER HR RELATED CONCERNS**

We have just been informed that due to the nature of some appointments/employment contracts, there are GHOST posts. This is very disconcerting and accordingly I have asked our HR Division to immediately put corrective measures in place so that those responsible for the appointment of such “GHOST” people can be held accountable. It cannot be right to have such irregular appointments made at the expense of the University processes. Those involved in such irregular actions will be held accountable and will if found guilty via a due process of investigation, face Disciplinary Action. In this regard, I have asked the Acting ED: HR to submit a full report to me by the 15<sup>th</sup> of this month.

## **11. PROJECTS TO BE RESUSCITATED**

The following processes shall be resuscitated:

- I. The staffing committee
- II. The Naming committee
- III. The idea of a Cultural/African Village
- IV. The Transformation Walk-way
- V. Debates and Engagements on topical issues, eg Decolonization, Fees Must Fall, 4<sup>th</sup> Industrial Revolution, Research Imperatives in the 21<sup>st</sup> Century
- VI. Exploratory Discussions on the re-opening of the Klerksdorp Site of Delivery

- VII. Brakpan Site of Delivery
- VIII. Main Campus- saturated-VUT to grow at the sites of Delivery
- IX. Discussions are advanced about the purchasing of Quest
- X. The Steel Bridge connecting the Stadium with the Main Campus.

## **12. OTHER MATTERS TO BE COMMUNICATED TO THE UNIVERSITY COMMUNITY**

At the meeting of 27/7/2017 the EMC, agreed on the following:

- i. That after every meeting of the EMC, resolutions taken which affect staff and students will be conveyed to the VUT Community, except the information of a confidential nature. The Registrar's Office will take charge of this process.

## **13. CORPORATE GOVERNANCE**

In my Seminal Report submitted to the Council meeting of 23 June 2017, I alluded to the fact that VUT was on the verge of "Multiple Organ Failure" if no intervention strategy to address the challenges is not put in place as a matter of urgency\_ if this is not done, then the Institution may very well go straight to the "ICU"!

For us to avoid this from happening to our Institution, we have to make sure that we adhere very strictly to the Institutional Protocol Compliance Program.

To this end, I have requested the Registrar to develop a "Corporate Governance Compliance Framework" which would touch on every aspect of

the University's processes. Once the Framework document has been submitted to the VC and has been approved by the EMC, the same will be shared with you.

#### **14. TRANSFORMATION TRAJECTORY**

Transformation is a journey and a process and not an event. Transformation is characterised by many events- some good and some not so good but it is nonetheless a journey worth undertaking and embarking upon. It is not an easy journey as it can sometimes be bumpy and arduous but still it is a journey we cannot avoid.

Departments/Units/Faculties/Portfolios must express commitment to transformation. There can be no University which says it embraces transformation and yet acts in the most untransformed manner. I am going to make sure that transformation is not just a buzz word but that all of us BREATHE and LIVE the spirit of transformation and that all of us become Champions and Agents of Change in our own right.

#### **15. CONCLUSION**

I am sorry that this message has been so long but it was expected as it is my very first Address to the VUT Community except for my Seminal Report to the Council meeting of 23 June 2017. This, having been said, I wish to advise that in one's attempt to do the very best one can, one should be able to make a difference and then say with Leo Buscaglia: **“Only You Can Make the Difference”**

- You alone can bring magic-and humour, and joy to the people you encounter;
- Anything you dream, by the very nature that you can dream it, makes it possible;
- The purpose of life is to help others, and if you can't help them, would you at least not hurt them!
- You can make things happen that you never thought you could!
- The greatest risk in life is to risk nothing, and the person who risks nothing, does nothing, has nothing and is nothing;
- To be is to do-and to is to do now because tomorrow might not be there.
- You have everything you need to be so much... don't settle for less!
- There is so much to human potential- and there's so much more to learn;
- The time for action is now- and only you can make the difference!

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**“Akusiko Kwami Kwebantfu”**

**(It is not about me- it is about the people)**

**I THANK YOU AND GOD BLESS AFRICA!**

