

# DRAFT REPORT FOR CONSIDERATION OF TRUSTEES

## ADAMASTOR TRUST

### REPORT ON WORKSHOP ON FACILITATING REGIONAL COLLABORATION HELD ON 26 MARCH 2001

#### 1. Background

The Heads of Institutions and Trustees of the Adamastor Trust agreed late last year to hold a full day workshop on how to facilitate and strengthen regional co-operation in the Western Cape. A discussion paper from the Adamastor Trust, written by Erica Gillard and Jim Leatt, entitled "Facilitating Regional Programme Collaboration", formed the basis for the discussions. (The discussion paper is attached as **Annexure A.**)

The workshop was held on 26 March 2001 at the Hotel School of the Cape Technikon. Each institution was represented by its Vice-Chancellor/Rector, its Trustee and one other representative.

This report serves to record decisions taken and action proposed, rather than detailed discussion. A proposed way forward is outlined at the end of the report.

#### 2. Present at the workshop

Institutions were represented by the following people : Professors R H Stumpf (chair), M S Bayat, B Figaji, J Groenewald, N Kok, N Ndebele, T Pretorius, J Tromp, I van de Rheede, A van Wyk, M West, Drs M Balintulo, J Leatt (facilitator), D Malaza, Ms E Gillard (facilitator), V Tanga.

All overheads used at the workshop are attached at **Annexure B.**

#### 3. Revised Vision for the Adamastor Trust

A revised vision, which takes into account suggestions made at the workshop, is attached at **Annexure C.**

#### 4. Compact for behaviour

A revised compact for behaviour, which takes into account suggestions made at the workshop, is attached at **Annexure D.** Once the Trustees approve a final version, it was agreed that the head of each institution should sign it.

#### 5. Facilitating the next steps for regional collaboration

Participants agreed on an overall organising principle to facilitate the next steps in regional collaboration. In terms of this, participants agreed that the Adamastor Trust should be authorised to set in motion the necessary steps to ensure that every

## DRAFT REPORT FOR CONSIDERATION OF TRUSTEES

institution develops or has in place, processes, procedures and systems to support and facilitate collaborative and co-operative ventures. These should include:

- Planning systems which incorporate a regional dimension where necessary;
- Quality assurance strategies which are complementary with regard to academic programmes;
- Administrative protocols, systems and procedures which can accommodate regional initiatives, including joint staff appointments, shared students and courses; specific issues which will have to be dealt with are joint registration, certification, accreditation and portability as well as how to share funding;
- Complementary human resource strategies around common issues such as equity and the retention of staff.

Heads of institutions agreed to inform each Senate and Council of agreements reached at the workshop so that staff of each institution might understand the context of any requests from the Adamastor Trust secretariat. The report, the revised vision and the compact for behaviour would assist in communicating the agreements reached at the workshop on promoting institutional collaboration in the Western Cape.

### 6. **Priorities for collaboration around academic programmes**

The paper circulated before the workshop had discussed several ways in which institutions could co-operate in their programme offerings in order to develop synergies from individual and joint strengths. At the workshop, taking this further, Professor R Stumpf had summarised imperatives from the National Plan in order to analyse the national and Western Cape context for regional collaboration. Dr J V Leatt had explored several possibilities, drawing from Western Cape and international experience.

Participants agreed that Western Cape institutions had unique strengths nationally and that these strengths could be built upon in order to develop the region further as an important national and international site for higher education. This would also benefit each institution individually. The following categories for exploring collaboration were used to stimulate discussion :

- Existing strengths which the Western Cape could exploit regionally or nationally through collaboration;
- Future possibilities for collaboration deriving from existing strengths or developed from economic or social priorities identified in the region more broadly;
- Vulnerable or expensive areas which could be safeguarded or where risk could be shared through collaboration.

Following extensive discussion, priorities for collaboration were grouped, and ranked as below.

## DRAFT REPORT FOR CONSIDERATION OF TRUSTEES

### **Existing strengths** – Law and Engineering.

Extensive collaboration has already occurred in Law and Engineering programmes, to the benefit of the region and individual institutions.

Participants agreed that it would be useful to document existing collaboration as well as the processes followed to reach this point. This would enable other areas to learn from best practice. The secretariat would explore with the appropriate people whether it would be useful to formalise existing agreements.

### **Future niches**

These were areas where there might already be some collaboration or where participants thought collaboration would be particularly beneficial to the region. Broad ranging suggestions were ranked in order of priority as follows :

1. Health Sciences
2. Information and Communication Technology (ICT)
3. Performing Arts
4. Education
5. Visual Arts and Design
6. Foreign Languages
7. Finance and Business (including Business Schools)
8. Natural and Built environment

Discussion and proposed ways forward for each of the above follows.

#### 1. Health sciences.

It was agreed that primary health care should be a cross-cutting focus for all levels.

Health sciences were further sub-divided as follows :

- 1.1 Postgraduate learning programmes – collaboration was most likely to be feasible at these levels and should be explored immediately;
- 1.2 Undergraduate learning programmes – action to be deferred.
- 1.3 Allied health sciences – further investigation was required before any action could be proposed.

#### 2. Information and Communications Technology.

Programmes were strong in all institutions, important for the region as a whole and linked to regional and national economic plans. Collaboration to enhance this strength further should revolve around the following:

- 2.1 Preparing an overview of the range of strong academic programmes available in the Western Cape in order to advertise regional strength;

## DRAFT REPORT FOR CONSIDERATION OF TRUSTEES

this should help to attract students and research to the region as well as build links with commerce and industry;

- 2.2 Using the above strength to link to the economic development of the Western Cape (PAWC Green Paper);
- 2.3 Seeking joint strategies to provide better IT service for all institutions;
- 2.4 Seeking joint strategies to attract and retain qualified teaching and service staff;
- 2.5 Seeking joint strategies to build strengths in technology enhanced learning;
- 2.6 Exploring the possibility of establishing technopark/innovation centres.

### 3. Performing Arts.

A point of entry to promote collaboration should be sought.

### 4. Education.

The following priorities for collaboration were identified :

- 4.1 Teacher education
- 4.2 Promotion of maths and science at schools.

Participants agreed that a scan of what was on offer in the region was necessary before proposing a way forward. It was recognised that it could be sensible to identify one or two areas to start with in order to arrive at a situation where the region could advertise a network of courses across several institutions.

### 5. Visual arts and design.

Participants agreed that there might be possibilities for cross-registration and other forms of co-operation, but that the spread of offerings provided a rich diversity which should continue. As a way forward, it was proposed to prepare an audit of what was on offer across the region and to review possible models for co-operation.

### 6. Foreign languages.

As a way to retain the spread of language programmes on offer in the Western Cape, it was agreed to request the appropriate deans to assess what was on offer in the Western Cape and to propose a way of protecting vulnerable and small areas.

## DRAFT REPORT FOR CONSIDERATION OF TRUSTEES

It was agreed that there was not the capacity to pursue the following two areas immediately. They constituted, however, significant strengths, which could provide important niche areas for the Western Cape.

7. Finance and Business (including Business Schools)
8. Natural and Built environment.

### 7 **Further possible collaborative ventures for Trustees to pursue**

While the focus of the workshop had been on collaboration around academic programmes, other suggestions were noted for further action.

#### 7.1 **Institutional profile submissions to the Ministry of Education**

It was agreed that the Adamastor Trust secretariat would facilitate a meeting between those who would be writing each institution's submission to the Department of Education, due on 31 July 2001. It was agreed that each institution would provide the other institutions with a copy of its draft submission when it was available.

As a second step, it was agreed that time should be scheduled for Trustees and Planners to discuss their institutional submissions before they were presented to their respective Councils. A meeting would be arranged for the last week of May. It was recognised that there was insufficient time to consult formally in this round.

Subsequent to the workshop, the Chair of the Trust has informed the Minister of Education that formal consultation is not possible before 31 July 2001. Institutions will, however, consult informally and will follow these discussions with formal consultations after they have submitted their profiles to the Ministry on 31 July 2001. They will convey the results of these consultations to the Ministry during the scheduled consultations with institutions.

#### 7.2 **Access consortium**

Workshop participants agreed that NACWC offered an important access route to the institutions of the Western Cape and was a crucial support to the equity goals of all institutions. The secretariat was asked to propose a way to secure the future of NACWC as a priority.

#### 7.3 **Medical Aid**

The Secretariat was asked to commission a feasibility study on the possibility for a restricted scheme for institutions in the Western Cape.

## DRAFT REPORT FOR CONSIDERATION OF TRUSTEES

### 7.4 **Teaching English as a foreign language**

The Secretariat was asked to refer this issue to the meeting of International Officers as to whether a joint regional strategy should be proposed.

### 7.5 **Teaching English as a second language**

The Secretariat was asked to facilitate a meeting between people responsible for Academic Development Programmes of each institution to see how to take this matter further.

### 7.6 **Marketing the Western Cape as an educational region**

Once the local constituency had been informed, the Secretariat was asked to arrange :

- A meeting between appropriate people in PAWC, including the DG and Head of Economic Affairs, Agriculture and Tourism, heads of institutions and Trustees
- A meeting with Unitech to discuss marketing the Western Cape as a strong educational region
- A meeting with appropriate Chambers of Commerce and WESGRO
- A meeting with the Minister of Education, if appropriate. It was important that he be informed in some way of developments in the Western Cape.

### 7.7 **HIV/AIDS**

The importance of having a regional strategy in this area was noted. It was agreed to align the Western Cape strategy to the SAUVCA initiative. Participants agreed, further, that it was imperative that SAUVCA should incorporate the CTP in its workings.

### 7.8 **Admissions clearing house**

Participants agreed not to pursue a regional solution, but to await national proposals in this matter.

### 7.9 **MAPP-SETA**

The CEO of the Media, Advertising, Publishing, Printing and Packaging Sectoral Education and Training Authority (MAPP-SETA) had approached Professor Wieland Gevers to discuss industry-university partnerships for a model for training Skills Development Facilitators from NQF levels 2 – 8. Prof Gevers had responded that a regional response was required and had referred the matter to the Adamastor Trust. Participants at the workshop agreed that a response to the request should be deferred until it could be discussed more fully at the next meeting of the Trust.

## DRAFT REPORT FOR CONSIDERATION OF TRUSTEES

### 8 **Implementation**

The Trustees agreed that the Secretariat should appoint convenors from different institutions in order to drive the next steps in promoting collaboration in the overall, as well as academic, areas.

The Trustees noted that staff working in quality assurance had already taken the initiative to establish a group to discuss common concerns.

Convenors and appropriate groupings would be briefed by the secretariat, whereafter they would be required to report regularly to the Trustees on progress as to how institutions had developed processes, procedures and systems to support and facilitate collaborative and co-operative ventures.

With regard to the listed academic priorities, the secretariat would convene an initial meeting with the appropriate Deans or Heads of Departments to discuss what is possible and to develop appropriate strategies and processes to proceed. Responsibility for convening groups would be shared between the five institutions.

The secretariat would establish a web page so that recommendations or reports on progress could be made available to all interested parties in the five institutions. This should reduce the administrative burden on the secretariat, as well as allow any interested party to keep abreast of progress.

Professor R H Stumpf  
Chair Adamastor Trust  
23 April 2001