

**13 June 2011**

**Communiqué from the Vice-Chancellor and Principal**

**COLLEGE RE-ORGANISATION -**

**“SIMPLIFYING and STREAMLINING FOR SUCCESS”**

---

Dear Staff and Students

The College Model was developed in the context of the merger between the former Universities of Durban-Westville and Natal as a means to empower the academic sector in a large and complex university and provide a means of integrating not only the two previous institutions, but also the various centres and campuses of the new university.

At the time of merger it was agreed the implementation of this model would be reviewed after five years. In 2010 the release of the Ministerial Report on Transformation and Social Cohesion and the Governance and Academic Freedom Committee (GAFC) report also indicated that the time was right for such a review. On the resolution of Council, an external review was initiated under a panel of experts to ensure that international best practice informed the result.

Following the acceptance and approval by the Senate and Council of both the College Review Report and the Executive Plan to implement the recommendations of this report, the implementation process begun in earnest at the beginning of 2011.

The Review Report made eleven recommendations some of which are:

1. To disestablish the faculties in order to create a College structure consisting of consolidated single university-wide Schools and four Colleges.  
Having removed one layer of bureaucracy there must be no other formal layers of bureaucracy created below the level of the School or outside the explicit recommendations of the Review Report. We should end up with a leaner, meaner and more efficient structure and university;
2. To ensure effective devolution across the university within the academic and support sectors;
3. To create a professional support sector of the highest caliber to support the Colleges and the new focus on academic and scholarly activities.

4. There should be no downward transfer of support, managerial or administrative duties and responsibilities within the academic sector. These activities are to be located in the envisaged new support leadership.

The objectives of the College Reorganisation are to:

- a) Achieve both structural and functional efficiency through appropriate and effective devolution, consolidation of Schools and the disestablishment of the faculty level;
- b) Streamline decision-making through a flatter and a competency-performance-based structure;
- c) Create academic critical mass through consolidation of Schools and ensure the evolution of new forms and new ways of knowledge production;
- d) Ensure that academics focus better on research, academic and scholarly rather than administrative matters;
- e) Deepen the transformation of the university;
- f) Bring UKZN in line with best international practice and modern trends in high impact, efficient and competitive higher education institutions in order to realize its vision and mission.

Progress thus far is:

1. A College Reorganisation Task Team has been approved by Council and has been established;
2. A Change Management Specialist, Robyn Sandy has been appointed;
3. Senate and Council have approved the 19 consolidated single university-wide Schools;
4. Council has approved the early appointments of the new leadership and has set up a Council Committee to review the UKZN Statute;
5. Prof Bob Munn (University of Manchester) and Mr. Bruce Nelson (University of Edinburgh) visited us during May to engage and share their hands-on experiences with the wider university community.

We are on track to complete the preparations of this reorganisation by end of October 2011 and put into effect the new structure come 1 January 2012.

I appeal to members of the university community to take advantage of this opportunity to ensure the university emerges stronger and better than the one we started with.

Malegapuru W Makgoba  
Vice-Chancellor & Principal