GOVERNANCE, MANAGEMENT AND ORGANISATIONAL STRUCTURE: UFS SOUTH CAMPUS

UNIVERSITY OF THE
FREE STATE
UNIVERSITEIT VAN DIE
VRYSTAAT
YUNIVESITHI YA
FREISTATA
SOUTH CAMPUS/SUID-KAMPUS

Vice-Rector: External Relations

Vice-Rector: Academic

South Campus Principal

UFS Main Structures
- Student Affairs
- Student Academic S
- ICT Services
- Security
- DIRAP
- CTL
- Library
- Research Development
- Finance
- HR
- Faculties

Office Manager

Assistant to Principal: Project planning (e.g. AP)

SC Academic Head: Director

Dept: Quality Assurance Tasks: Standards moderation etc

Head: Curriculum Design and Development
Tasks: Accreditation; Language/tech editing; Assess design

Head: Dept Research

T & L Management

Director: Formal DE Programmes
Tasks: Delivery of FP; Outside centres & tutors; FP Marketing; Materials distribution; Partnership Projects (VC); FP Tenders;

Student support

Director: IDEAS
Tasks: Digitisation Lecture Capturing; ICT Academy; ICTISE

Student Support

Director: Sort Learning Programmes
Tasks: Online SLP's Partnership SLP's Special SLP's

Student Support

Head: School's Change Project
Tasks: Schools' Change Project STEM Academy

Director: Access with Success
Tasks: UPP/ Higher Certificate; Extended Programme

Student Support

Head: Finances
Tasks: SC HR; Budgets; Financial Planning Assets

Manager: SC Support Services and Operations
Tasks: Registrations & Certification Examinations & Marks Operational IT: Telephone systems People Soft; Outlook; SC Intranet and Web Assets Occupational Health & Safety HEMIS and venues

Red Lines: Line management
Green lines: Academic leadership and support
Purple lines: Integration and collaboration with main structures

Sept 2016

Governance of the South Campus

THREE levels of reporting and decision-making

1. **South Campus Executive Management Committee (with Rectorate): Quarterly: Bfn Campus**

   Members: Vice-Rector External Relations (Chair) SC Principal and Rectorate; co-opted members.

   ToR: Reporting to Rectorate on activities. Strategic decisions. To be tabled at SC Management Team meetings for notification and execution.

2. **South Campus Management Committee: Monthly at South Campus**

   Members: Principal (Chair); Vice-Rector External Relations; Academic Head; Head: FP; Head: Short Learning Programmes (SLPs); Head: IDEAS Lab; Head: Social Responsibility Enterprises (SRE); Head: Access with Success (AwS); Manager Support Services and Operations (SSO); Head: Finances; Head: Curriculum Design and Development (CDD); Head: Research.

   ToR: **Decision-making body of SC**. Feedback and discussion on activities of departments – standing items. Agenda on decisions to be taken on delivery and academic aspects of SC. Notification of minutes of SC committee meetings. Handling of recommendations of committees and other related issues. All recommendations of SC committees to be tabled and approved at these meetings. Execution of decisions of SC Executive Management with Rectorate.

3. **South Campus Board: Quarterly: All South Campus (SC) staff**

   Members: All SC Staff (and Vice-Rector External Relations)

   ToR: Sharing of information of SC activities: Reports to Board and recommendations to be taken to Management Committee and discussion of any issues that staff request.

SC CONSISTS OF THE FOLLOWING DEPARTMENTS:

- Formal Programmes
- Curriculum Design and Development
- Social Responsibility Enterprises
- Research
- Access with Success
- IDEAS Lab
- Short Learning Programmes
- Quality Assurance (no head appointed yet – Academic Head to lead);
- South Campus Support Services and Operations
- Finances (also HR duties)

All Heads of Departments to take full responsibility for the functioning of their sections (and tasks) as indicated in organogram. Report to SC Management Committee monthly. In case of emergencies and tough decisions to be made in depts – guidance from AH (and SCP) on academic matters; guidance from SC Principal and Manager SSO on admin matters. SCP and AH cannot be everything to everybody – so we require HoDs to address issues with the assigned people only. Staff to be approached through line managers only since they know what the responsibilities and schedules of their staff are.

Academic leadership and guidance: Academic Head

- **Collaborate with SCP on academic matters. Two-weekly meetings with SCP.**
- **Full responsibility for Quality Assurance at SC:**
  - Chair QA and Programme Committee; as well as Academic Committee
  - Oversee management of processes and materials related to curriculum design and moderation (internal and external)
  - Select and recommend ad hoc appointment of staff to do stats related to QA
  - Guidance on appointment of moderators (internal and external)
  - Guidance on appointment of suitable tutors for all activities (liaise closely with FP)
  - Define, coordinate and manage all QA tools such as student evaluation; tutor evaluation; materials evaluation; moderation and student success. Feedback and recommendations to line managers of departments and SCP.
  - Interpret the outcome of QA tools for all courses, make recommendations and discuss with and discuss with role players. Feedback to SCP.
  - Collaborate with, and give guidance to FP; SLP; IDEAS Lab; SRE; AwS on academic quality aspects (such as quality of tutor training; materials; student academic support). Collaborate with line-managers. Line managers to discuss and implement academic recommendations from AH. Also monitoring of online quality in collaboration with line managers of IDEAS; CDD; FP and SLP.
  - Regular meetings with all heads of departments on quality of programmes and delivery.
  - Form part of the planning team for online programmes to monitor and give guidance on academic matters and quality.
  - Define academic aspects for academic risk register and recommend actions to address the issues to South Campus Management

- **Responsibility for academic guidance to CDD and other departments**

  - Line manage all departments (see organogram). Regular meetings with CDD head – recommendations and guidance on CDD activities and assistance with methodology and academic problems.
  - Guidance on appointment of writers and assessors
  - Check quality of processes to deliver quality materials and assessment instruments: quality checks in collaboration with head of CDD.
  - Collaborate with CDD head on accreditation process and proposals for accreditation
  - Checks on quality of materials
  - Discuss moderation recommendations with CDD. Also aspects of student success if related to levels of materials and assessment instruments.
  - Attend APDC meetings with CDD head

Possible additional meetings to address academic matters in sections at the SC

- Academic committee chair
- Regular meetings with Director: FP to identify academic issues where assistance and guidance are required
- Regular meetings with Director: SLP to assist with design of SLPs and appointment of tutors and writers
- Meetings with SC Risk Register manager to identify academic risks
- Member of Marks Committee (name?) where student marks are discussed after summative assessment to accept/adapt etc marks.
- Member of research committee
- Special Distance Learning team (committee name?) (invited members to visit the SC twice a year to discuss e.g. if we are on the right track with our ODL innovations). Such as e.g. Trudie van Wyk; Jessica Agutti; Tony Mays (We need about four external people – so pse recommend experts?).