



PRESENTATION OF
NWU'S TOP
MANAGEMENT
STRUCTURE TO ALIGN
WITH THE
UNIVERSITY'S NEW
STRATEGY

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AIMS AND OBJECTIVES



Review addresses the following key issues

- Fitness for purpose
- Agility and responsiveness
- Balance between strategic leadership and operational management
- Fragmentation and duplication
- Optimal span of controls
- Effective quality control & oversight
- Balance between centralisation and decentralisation of decision-making
- Optimal models of campus governance & management in geographically dispersed multi-campus environment
- Size and shape to ensure optimal functionality
- Reducing unnecessary expenditure and enhancing efficiency and effectiveness



GUIDING PRINCIPLES



- Top management structure should be grounded in unified vision that permeates all its functions, operations & performance
- Access to quality leadership and stewardship should not be jeopardized
- Financial sustainability of university should not be compromised
- A properly resourced and well functioning top management structure is essential to the success of the academic enterprise
- Structure must be designed to deliver on strategic mandate of taking NWU into the future

PROJECT SCOPE AND METHODOLOGY



- Focus on top-management structure
- Combination of desktop analysis, interviews and focus group discussions
- Benchmark analysis – SA Universities (6), North America, UK, Australia and Singapore (14)
- Hour long interviews conducted with each member of the UMC (11), eight faculty Executive Deans, Chief Director of the Business School, and VC
- Focus group discussions held with Chief Directors reporting to top management (8)
- Further meetings held with select members of UMC to clarify some issues.
- Total of 35 interviews/focus group discussions held between Jan -March

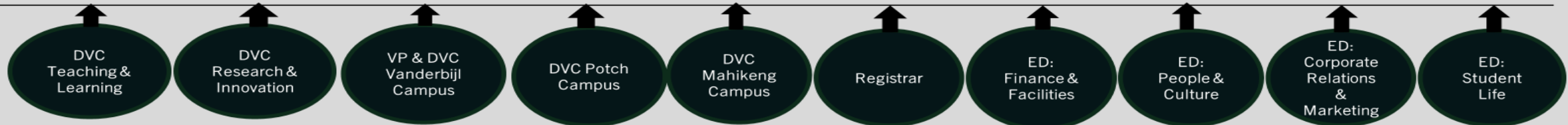


TOP STRUCTURE AS IS

NWU TOP MANAGEMENT STRUCTURE- AS IS

Vice Chancellor & Principal

Chief Director: Strategy
Strategic Planning, M&E
Stakeholder Relations & Special Projects
Admin Office (office of the VC)



- Faculties
- CTL
- Academic Planning
- Special Projects
- Qualifications & Academic Programmes
- Language Center
- UDL
- Grants Level Admin

- Faculties
- Library
- Information Systems
- Tech Transfer & Innovative Solutions
- Research Support (incl Postgrad)
- Global Engagement

- Campus Management
- Strategic Intelligence
- Quality Enhancement
- Business School (UCE)
- NWU Enterprises

- Campus Management
- Information Technology
- Digital Strategy

- Campus Management
- Community Engagement

- SALA (incl UDL)
- Legal Services
- Internal Audit
- Corporate & Information Govt. Services (incl Risk and Compliance)
- Judicial Services
- Student Systems
- Principal Officer: Pension Fund

- Finance
- Financial Planning
- Purchase & Payment
- Governance, Reporting & Treasury
- Student Finances
- Facilities
- Protection Services
- BED (Residences & Catering)
- Occupational Health & Safety

- Talent Management & Organisational Development
- Remuneration & HR Admin
- Client Services
- Employee Relations & Wellness
- Performance Management & Promotions
- Governance & Special Projects

- Stakeholder Relations
- Corporate Communications
- Marketing & Student Recruitment
- Career Services & Alumni Relations

- Student Governance & Leadership
- Oversight of Student Life, Residences, Culture, Arts & Climate
- Student Health & Welfare (inc Student Counselling)
- Sports Management



INTERVIEWS KEY FINDINGS

- Top heavy management structure with lack of balance of executive portfolios
- Inequitable weight of responsibilities among executive portfolios
- Contradictory roles of Campus DVCs
- Fragmentation across portfolios and lack of role clarity
- Fragmentation within portfolios - too many separate reporting lines
- Internationalisation – weak and under-resourced
- Transformation – lacks prominence at executive level
- Reporting lines causing confusion, inefficiencies and delays
- Business partner model in faculties – structural weaknesses
- Personal dependencies - a way of making things work
- Inadequate communication



CORE ELEMENTS OF THE PROPOSED STRUCTURE



- Separated Finance and Facilities
- Restructured, renamed, revised and realigned existing portfolios
- New positions of CFO and DVC: Operations
- New position of DVC: People & Culture, Transformation and Student Life
- Title Change DVC: Planning to DVC: Planning, Digital Transformation and Internationalisation
- Substantial DVC positions, with balanced portfolios
- DVC on every campus with Campus Directors, one for each campus, reporting to DVC
- New General Counsel position reporting to VC
- Chief Director in VC Office upgraded to ED position, with executive oversight of internal operations, strategy and strategic projects and strategic advisor to VC on important decisions about the university.
- Internationalisation and Transformation become key elements in respective DVC portfolios



DEVOLVED AUTHORITY FOR CAMPUS DIRECTORS



The proposal is for the creation of three new positions of Campus Director, one for each campus, at the level of Chief Director.

- To be effective they would need to exercise devolved authority in relation to facilities (primarily day-to-day maintenance), protection services, occupational health & safety and student life (including residences).
- More limited authority may be necessary in relation to finance and people & culture.
- The Campus Directors and the managers reporting to them, must be able to take decisions and implement actions within the parameters of unitary policies, systems and processes, to enable the smooth running of campuses. Devolved authority is not to be confused with autonomy and there is no suggestion of a reversion to a federal model.
- The role of centralised authority (i.e. the respective DVCs or EDs) would then be to ensure that there is consistent implementation of common policies, systems and procedures across all campuses.



BENEFITS OF THE PROPOSED STRUCTURE

- All DVCs have substantial portfolios and are positioned to drive the institution's strategic objectives.
- Internationalisation and Transformation become key elements in respective DVC portfolios.
- Elements of executive portfolios are redistributed for greater overall coherence and more equitable balancing of responsibilities.
- Decision-making authority within the parameters of unitary policy is devolved to campuses to enable operational efficiency and effective management on the ground.
- The number of direct reports to the VC is reduced to eight (with General Counsel, and ED: VC's Office as support within the VC's Office).
- Least disruptive and most cost-effective – can be achieved within existing budgetary parameters for top management.

This proposal presents a best-case scenario that addresses all of the issues identified in the review and establishes a platform from which the University will have the means to deliver on its strategy and the practical measures to enable significant improvements in operational efficiency



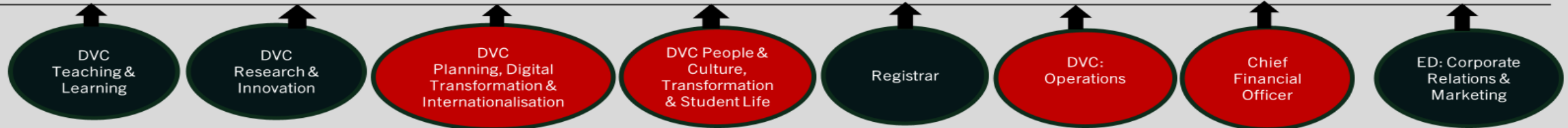
TOP MANAGEMENT -PROPOSED STRUCTURE

TOP MANAGEMENT - PROPOSED STRUCTURE

Vice Chancellor & Principal

General Counsel
Legal Services

Executive Director: VC Office
Coordinating and Monitoring Flow of Multi-platform Communication to and from VC Office
Overseeing Strategy and Strategic Projects
Local and Govt. Relations liaison
Sector Policies and Developments monitoring & advice



- Faculties
- CTL
- Academic Planning
- Special Projects
- Qualifications & Academic Programmes
- Language Center
- UDL
- Grants Level Admin
- Quality Enhancement
- Business School (reporting to DVC)

- Faculties
- Library Information Systems
- Tech Transfer & Innovative Solutions
- Research Support (incl Postgrad)
- **Community Engagement**

- Institutional Strategy & Reporting
- Digital Business Strategy
- Strategic Intelligence
- Data Analytics
- Institutional Planning (incl enrolment planning),
- Institutional Monitoring & Evaluation
- Internationalisation
- Global Rankings
- Campus Director (assigned campus)

- **People & Culture Transformation**
- **Student Governance & Leadership**
- **Student Life, Residences, Culture, Arts & Climate Development**
- **Student Health & Welfare**
- **Sports Management**
- **Campus Director (assigned campus)**

- SALA (incl UDL)
- Corporate & Information Govt. Services
- Convocation
- Judicial Services
- **Student Information Systems**
- **International Student Services**

- **Information Technology**
- **Facilities Protection Services**
- **BED (Residences & Catering)**
- **Occupational Health & Safety**
- **Campus Director (assigned campus)**

- Finance
- Financial Planning
- Purchase & Payment
- Governance, Reporting & Treasury
- Student Finances
- **Risk and Compliance**
- **Internal Audit**
- **Principal Officer: Pension Fund**
- **Oversight NWU Enterprises (incl. UCE)**

- Stakeholder Relations
- Corporate Communications
- Marketing & Student Recruitment
- Career Services & Alumni Relations
- **Fundraising and Advancement**

Note: Portfolio changes and functions redistributed shown in red



REALIGNED PORTFOLIOS

- Risk and Compliance, Internal Audit and Office of Pension Fund (from Registrar to CFO)
- Legal Services: (from Registrar to General Counsel reporting to VC)
- International Student Services: (from DVC R&I to Registrar)
- Quality Enhancement (from DVC: Planning to DVC: Teaching and Learning)
- Community Engagement (from DVC: Mahikeng Campus to DVC: Research and Innovation)
- Business School: (from DVC: Planning to DVC: Teaching & Learning)
- UCE (from Business School to NWU Enterprises)
- NWU Enterprises (from DVC: Planning to CFO – mainly an executive oversight role)
- Internationalisation (from DVC: R&I to DVC: Planning , Digital Transformation and Internationalisation, with responsibility for Global Rankings)
- People & Culture and Student Life (from stand-alone portfolios reporting directly to VC to new DVC Position: People & Culture, Transformation & Student Life position)
- Digital Business Strategy (from DVC: Potch Campus to DVC : Planning , Digital Transformation and Internationalisation)
- Information Technology (from DVC: Potch Campus to new DVC: Operations)
- Facilities, Protection Services and OHS (from ED Finance and Facilities to DVC: Operations)



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