



**Challenges in developing a quality ethos/culture in
merged institutions in South Africa**

**Building 10, Groenkloof Campus, University of Pretoria
12-13 August 2008**

PROGRAMME

12 August 2008

08:30 – 09:15 Registration and refreshments

09:15 – 09:30 Opening and welcome (Mr Theo Bhengu, Deputy Executive Director, HEQC)

MORNING SESSION: Chairperson: Prof Chandru Kistan, Director: Quality Assurance, UZ

THEME 1: DEMYSTIFYING THE CONCEPT “QUALITY ETHOS/CULTURE”

Theme 1 focuses on the concept “quality ethos/culture” within the context of higher education institutions and the context-specific indicators (and co-determinants) of such an ethos/culture. The presentation will draw on a longitudinal research project at the University of Johannesburg, including experiences of other South African and international quality practitioners. This could contribute to a shared *conceptualisation* of a “quality ethos/culture”, identification and prioritisation of *indicators* of such an ethos/culture, and guidelines and strategies to put the ethos/culture into *action*.

09:30 - 11:15 *Quality promotion views and practices: Searching for indicators of an institutional quality ethos/culture in higher education* (Prof Gerrie Jacobs, Executive Director: Division for Institutional Planning and Quality Promotion, Dr Karina de Bruin (Dept. of Psychology), & Ms Melanie Jacobs, Head: Unit for Programme, Enrolment and Quality Management (Faculty of Science), UJ)

11:15 – 11:35 Refreshments

THEME 2: EFFECTS OF AND RESPONSES TO THE FORMAL INTRODUCTION OF A QUALITY AGENDA INTO AN INSTITUTION

Theme 2 focuses on *change management challenges* involved in the establishment of a quality ethos/culture in an institution. Perceptions of staff (management, academics, and support staff) of, and their response to, the introduction of a formalised quality assurance and promotion “agenda” will be considered. The first aim of the theme is to ascertain the impact of a formalised quality agenda on the prevailing institutional culture. The second aim is to identify and discuss institutional strategies that could contribute to the constructive management of change, whilst enhancing an institution-wide quality ethos/culture.

11:35 - 12:05 The influence and impact of the introduction of a formalised quality agenda on institutional ethos/culture (Prof Martin Oosthuizen, Senior Director: Centre for Planning and Institutional Development NMMU)

12:05 - 12:35 The influence and impact of the introduction of a quality agenda, inclusive of an external audit, on the development of an institutional ethos/culture (Mr David Hellinger, Registrar & Mr Gopalkrishna Chetty, Executive Assistant to the VC, DUT)

12:40 - 13:10 Small group activity

Participants will work in four small groups of 7-8 people each. The following aspects will be discussed:

1. What *insights* have you obtained from the two presentations just before lunch?
2. What are the most daunting *challenges* that institutions face in the introduction and enhancement of an institutional quality agenda?
3. What *strategies* could contribute to the constructive management of change, whilst enhancing an institutional quality ethos/culture?

13:15 – 14:00 Lunch

AFTERNOON SESSION: Chairperson: Prof Gerrie Jacobs, Executive Director: Division for Institutional Planning and Quality Assurance, UJ

14:00 - 15:00 Plenary report back and discussion

After report back by each of the four groups (10 minutes each), the theme concludes with a plenary discussion on institutional strategies that might serve as “solutions” to change management challenges associated with the enhancement of a quality ethos/culture.

THEME 3: ENHANCING A QUALITY ETHOS/CULTURE IN INSTITUTIONAL AREAS

Theme 3 focuses on institutional strategies to enhance a quality ethos/culture in student academic development and support, and in the core functions of teaching and learning, research and community engagement.

SUB-THEME 3A: ENHANCING A QUALITY ETHOS/CULTURE IN STUDENT ACADEMIC DEVELOPMENT AND SUPPORT

- 15:00 – 15:30 Enhancing a quality ethos/culture in student academic development (student learning support) at the Tshwane University of Technology (Mrs Emily Mabote, Quality Advisor, TUT)
- 15:30 – 15:45 Refreshments
- 15:45 – 16:15 Discussion
The sub-theme concludes with a plenary discussion on institutional strategies that might serve as “solutions” to challenges associated with the enhancement of a quality ethos/culture in student academic development and support.
- 16:15 – 16:30 Overview of *Day 1*, and Prospects for *Day 2*
- 16:30 – 17:15 Supper

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Chairperson: Prof Peter Omara-Ojungu, Head: Institutional Planning and Quality, Univ. of Venda

SUB-THEME 3B: ENHANCING A QUALITY ETHOS/CULTURE IN STAFF TEACHING AND PROGRAMME/CURRICULUM DEVELOPMENT

- 08:15 – 08:45 Enhancing a quality ethos/culture in staff teaching and programme/curriculum development at the University of KwaZulu-Natal (Dr Denyse Webbstock, Director: Quality Promotion and Assurance, UKZN)
- 08:45 – 09:15 Enhancing a quality ethos/culture in staff teaching and programme/curriculum development at North West University (Dr Jannie Jacobsz, Director: Institutional Quality Office, NWU)

09:15 – 09:35	Discussion The sub-theme concludes with a plenary discussion on institutional strategies that might serve as “solutions” to challenges associated with the enhancement of a quality ethos/culture in teaching, and programme/ curriculum development & support.
09:35 – 09:55	Refreshments
SUB-THEME 3C: ENHANCING A QUALITY ETHOS/CULTURE IN RESEARCH SUPPORT AND DEVELOPMENT	
09:55 – 10:25	Enhancing a quality ethos/culture in research support and development at the University of Johannesburg (Prof Gideon Els, Dept. of Accounting, UJ)
10:25 – 10:50	Discussion The sub-theme concludes with a plenary discussion on institutional strategies that might serve as “solutions” to challenges associated with the enhancement of a quality ethos/culture in research support and development.
10:50 – 11:00	Comfort break
SUB-THEME 3D: ENHANCING A QUALITY ETHOS/CULTURE IN COMMUNITY ENGAGEMENT	
11:00 – 11:30	Enhancing a quality ethos/culture in community engagement at Walter Sisulu University (Mr Andile Dandala, Director: Quality Assurance & Mr Mzolisi Payi, Director: Centre for Community and International Partnerships, WSU)
11:30 – 12:00	Enhancing a quality ethos/culture in community engagement at the Cape Peninsula University of Technology (Dr Daniel Coetzee, Director: Quality Management & Mrs Luclaire Airey, Manager: Quality Management, CPUT)
12:00 – 12:30	Discussion The sub-theme concludes with a plenary discussion on institutional strategies that might serve as “solutions” to challenges associated with the enhancement of a quality ethos/culture in community engagement.
12:30 – 12:45	Closure
12:45 – 13:15	Lunch

ACKNOWLEDGEMENT AND WORD OF THANKS

This workshop is part of a capacity development project of the Higher Education Quality Committee (HEQC) of the Council on Higher Education (CHE). The project is supported by CHE resources, as well as by donor funds from the Finnish Government as part of the South Africa – Finland Co-operation Programme.

The HEQC would like to express its appreciation to the University of Pretoria for making the venue available for this workshop.