



**WALTER SISULU UNIVERSITY**  
**POLICY ON CENTRES, INSTITUTES**  
**AND BUREAU'S**

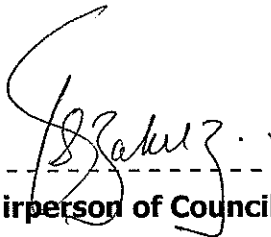
**POLICY LIBRARY ID**

**AAR: 14**



## **POLICY ON CENTRES, INSTITUTES AND BUREAU'S**

|   |  |
|---|--|
| <b>Sponsor Division</b>                   | Academic Affairs and Research Division   |
| <b>Responsible Department</b>             | Directorate for Short Learning Programmes  |
| <b>Related WSU Policies</b>               |  |
| <b>Policy Name</b>                        | <b>Policy Name</b>   |
| WSU Curriculum Policy                     | WSU Evaluation of Teaching Policy  |
| WSU Teaching & Learning Strategy          | WSU Assessment Procedure Manual  |
| WSU Assessment Policy                     | WSU Quality Assurance and Management Policy  |
| WSU Short Learning Programme Policy       | WSU Research Policy  |
| WSU Research Procedure Manual             | WSU Teaching and Learning Policy   |
| <b>Related Legislation</b>                |  |
| National Skills Development Strategy III. | CHE: A Good Practice Guide for the Quality Management of Short Courses offered outside of the Higher Education Qualifications Sub-Framework (September 2016) |
| National Development Plan, 2030.          | Human Resources Development Strategy for South Africa 2010-2030.   |

| <b>Change History</b>   |                  |
|---|------------------|
| <b>Approval Authority</b>   | Council          |
| <b>Approval Date</b>  | 27 November 2020 |
| <b>Effective Date</b>   | Immediately      |
| <b>Next Revision Date</b>   | January 2025     |
| <b>Number of Pages</b>  | 33               |
|  |                  |
| -----<br><b>Chairperson of Council: Mr TS Zakuza</b>                              |                  |

# CONTENTS

|   |    |
|---|----|
| ACRONYMS AND ABBREVIATIONS.....   | vi |
| CONTENTS .....  | iv |
| 1. PREAMBLE.....  | 1  |
| 2. PURPOSE.....   | 2  |
| 3. SCOPE.....   | 3  |
| 4. KEY DEFINITIONS AND DISTINCTIONS.....  | 4  |
| 4.1 Bureau.....   | 4  |
| 4.2 Centre/Institute .....  | 4  |
| 4.3 Unit.....   | 5  |
| 4.4 Interdisciplinary.....  | 5  |
| 4.5 Transdisciplinary.....  | 5  |
| 4.6 Multidisciplinary .....   | 5  |
| 4.7 Attributes of CIBs.....   | 5  |
| 5. Centres, Institutes & Bureau's .....   | 7  |
| 5.1 Purpose and nature .....  | 7  |
| 5.2 Creation and dissolution .....  | 11 |
| 5.3 Employees of a CIB.....   | 14 |
| 5.4 Budget, audited financial statements and reporting on activities of a CIB ..... | 15 |
| 5.5 Provision of basic facilities and office space.....                             | 15 |
| 5.6 Guidelines for funding community engagement activities of a CIB .....           | 16 |
| 5.7 Recuperation of costs.....  | 17 |
| 5.8 Distribution of surplus funds .....   | 18 |
| 6. BRANDING.....  | 20 |
| 7. CIB REGISTER .....   | 20 |
| 8. POLICY CONTROL.....  | 20 |
| 8.1 Roles .....   | 20 |

|     |                                |    |
|-----|--------------------------------|----|
| 8.2 | Implementation .....           | 21 |
| 8.3 | Monitoring and Reporting ..... | 22 |
| 8.4 | Release .....                  | 22 |
| 8.5 | Revision.....                  | 22 |
| 9   | CONFLICT SETTLEMENT .....      | 22 |

## ACRONYMS AND ABBREVIATIONS

|                 |  |
|-----------------|--|
| <b>CE</b>       | Community Engagement   |
| <b>CIB</b>      | Centres, Institutes, Bureau  |
| <b>DVC: AAR</b> | Deputy Vice-Chancellor: Academic Affairs and Research              |
| <b>HEI</b>      | Higher Education Institution                                       |
| <b>ICT</b>      | Information Communication Technology                               |
| <b>MIT</b>      | Multi-inter and transdisciplinary research                         |
| <b>PG</b>       | Postgraduate   |
| <b>R&amp;I</b>  | Research and Innovation  |
| <b>SLTC</b>     | Senate Learning and Teaching Committee                             |
| <b>T&amp;L</b>  | Teaching and Learning  |
| <b>UG</b>       | Undergraduate  |
| <b>WSU</b>      | Walter Sisulu University   |
| <b>WSUDSLP</b>  | Walter Sisulu University Directorate for Short Learning Programmes |

1. **PREAMBLE**

- 1.1 The core business of Walter Sisulu University is teaching and learning (T&L), research and innovation (R&I) and community engagement (CE) and teaching and research may be defined as its primary activities.
- 1.2 In contrast, CE refers to the scholarly activity of academic research and teaching that involves external communities and stakeholders in collaborative activities that address the socio-economic imperatives of South Africa and the African continent while also enriching the teaching, learning and research objectives of the University.
- 1.3 Whereas teaching and research are *res ipsa loquitur*, community engagement finds expression in a variety of forms, ranging from curriculum-related community engagement, non-curriculum related engagement, research-related community engagement, community development and capacity building.
- 1.4 WSU's primary activities are conducted mainly through its academic departments and faculties. In contrast, community engagement, non-formal teaching and certain forms of research may be performed through centres, institutes, and bureaus (CIBs) depending on the nature and scope of each project.
- 1.5 To promote WSUs effectiveness and impact, it is necessary to establish academic entities in specific strategic focus areas. Such entities allow for academic innovation within disciplines as well as the formation of formal collaborative partnerships across different departments (or equivalent faculty-based structures) and faculties. At WSU, these entities are named 'centres,' 'institutes' or 'bureau's' (collectively referred to as CIB).

1.6 CIBs may be established to extend the academic mission of WSU. Their establishment is perceived to be necessary because of the organisational flexibility they afford, and thus they can take multiple and various forms. These entities are established within or alongside academic departments (or equivalent faculty-based structures) and faculties as complementary structures with clearly defined purposes. They serve to enhance academic excellence in areas of strategic importance to WSU and often enable access to external research funding opportunities. Such entities are generally, although not exclusively, multi, inter or trans-disciplinary.

## **2. PURPOSE**

2.1 To promote WSU's unique institutional character and competitive advantage and to maximise the impact of the University's scholarly activities, it is necessary to establish academic entities such as CIBs. The purpose of this Policy is to provide the framework in terms of which these entities are organised and function, with reference to and in distinction from academic departments (or equivalent faculty-based structures) and faculties. This Policy prescribes a broad framework for the establishment of CIBs at WSU.

2.2 The aim of the Policy is too broadly:

2.2.1 Describe CIBs

2.2.2 Provide guidelines for the creation and good governance of CIBs

2.2.3 Regulate matters incidental to CIBs

2.2.4 Provide effective policy control measures which assure efficacy and accountability in the development and offering of CIBs.

2.3 The objective of this Policy is to provide a framework for the establishment of CIBs, which will serve one or more of the following purposes:



- i. To enhance the status and academic profile of WSU, both nationally and internationally
- ii. To promote multi, inter- and trans-disciplinary research and student education and training across departments (or equivalent faculty-based structures) and faculties and encourage the formation of strong teams of excellence
- iii. To promote excellence in academic activities
- iv. To support academic outputs and impact (including social impact) in areas that the University identifies as strategic focus areas
- v. To improve access to external income streams to strengthen the University's academic endeavours
- vi. To provide consulting services to clients of WSU
- vii. To facilitate the development of collaborative teams within and across disciplines at all levels, and where applicable in collaboration with other institutions
- viii. To facilitate the active promotion of the University's academic strengths.

2.4 This Policy allows for three different types of academic entities to be established. The different types of entities report to departments (or equivalent faculty-based structures), faculties or at an institutional level. A change in entity type will be approved via a new application process. Entities established before the implementation date of this Policy may retain their existing names and status but will be migrated into the WSUDSLP structure and management.

### **3. SCOPE**

3.1 This Policy applies to all CIBs at WSU.

3.2 The Policy must be read in conjunction with:

- i. WSU Community Engagement and Outreach Policy
- ii. WSU Policy on Short Learning Programmes
- iii. WSU Research and Innovation Policy
- iv. WSU Policy on Teaching and Learning
- v. WSU Financial Guidelines for CIBs and SLP's

#### **4. KEY DEFINITIONS AND DISTINCTIONS**

##### **4.1 Bureau**

Refers to an academic entity with intense multi-inter or trans-disciplinary research as well as an undergraduate -and postgraduate teaching and learning focus, usually involving a large number of interfaculty collaborations. A bureau may create centres or institutes as separate units within its administrative structure.

##### **4.2 Centre/Institute**

Technically, there is no difference between the term 'centre' and 'institute.' Both typically involve a faculty, students and staff from various subject areas, whose work together provides added value over and above their individual academic activities and who benefit from the University's official recognition of that collaboration. In practice and for the specific purpose of WSU's rules in this regard, the term 'institute' would typically refer to an entity with a broader scope than an entity called a 'centre.' An institute may, therefore, create centres as separate units within its administrative structure. Centres, on the other hand, cannot create institutes as part of their organisational structure.

### 4.3 Unit

A unit is not regarded as a discrete CIB. It can be situated within a department, but also be a sub-section of a Centre. A unit may have its own cost centre, but not its own operating unit code.

### 4.4 Interdisciplinary

Means combining or involving two or more academic disciplines or fields of study that are usually considered distinct.

### 4.5 Transdisciplinary

Means crossing many disciplinary boundaries to create a holistic approach to solving research questions.

### 4.6 Multidisciplinary

Means combining or involving several academic disciplines or professional specialisations in an approach to a topic or problem.

### 4.7 Attributes of CIBs

|                              | <b>CENTRE</b>  | <b>INSTITUTE</b>   | <b>BUREAU</b>  |
|------------------------------|--|--|--|
| <b>Operational Framework</b> | Reports to a department and is located within one WSU department                   | Reports to or is situated in one WSU faculty, similar to an academic department and reports to the faculty (or host faculty where it involves more than one faculty) | Reports at an institutional level and stands alongside the faculties, but does not confer its own degrees, brings additional value but does not compete with faculties or WSU formal offerings |
| <b>Purpose</b>               | Strengthening the outputs of a department in non-formal teaching, research, and CE | Strengthening the outputs of a faculty via interdisciplinary   | Enhancing collaborative MIT research and student education and training  |

|  |  |  |  |
|--|--|--|--|
|  |  | collaboration in non-formal teaching, research, and CE               | across faculty boundaries and with partner institutions  |
| <b>Line management</b>                 | Head of Department   | Faculty Dean   | DVC: AAR   |
| <b>Offer UG degree programmes</b>      | No   | No   | No, but may contribute to modules to UG degrees conferred via one of the partner faculties or partners |
| <b>Offer PG degree programmes</b>      | No   | Yes (degree conferred via host faculty)                              | No, but may contribute to postgraduate degrees conferred via one of the partner faculties or partners  |
| <b>Research projects, programmes</b>   | Yes  | Yes  | Yes  |
| <b>Consulting/contract research</b>    | Yes  | Yes  | Yes  |
| <b>Community engagement activities</b> | Yes  | Yes  | Yes  |
| <b>Short courses (SLPs)</b>            | Yes  | Yes  | Yes  |
| <b>Permitted names</b>                 | Centre   | Institute  | Bureau   |
| <b>Approved by</b>                     | Senate   | Senate   | Council  |
| <b>Expansion possibilities</b>         | A centre may create units within its administrative structure. | An institute may create centres within its administrative structure. | A Bureau may create centres and institutes within its administrative structure.                        |

## **5. Centres, Institutes & Bureaus (CIB)**

### **5.1 Purpose and nature**

5.1.1 A Centre is created within one academic department. It reports to that academic department when community engagement projects need to be organised on a more permanent basis and especially where short learning programmes are offered. These Centres are characterised by:

- a) May not provide formal teaching programmes under its own auspices. A Centre of this type could be involved in non-formal teaching programmes (SLP), but supervision of the programmes is managed by the department to which the Centre is linked.
- b) Staff are staff members of the department to which it is linked.
- c) The activities of the Centre could include research, consultation, community interaction and the presentation of short courses (SLPs) workshops and seminars.
- d) A Centre of this type must have its own cost centre code. When departments are evaluated, the Centre is assessed as part of the department and included in the calculation of the departmental core statistics.
- e) A Centre will be established for an initial five-year period based on an approved constitution. A formal review of its performance must be conducted as part of the normal quality assurance process of the relevant academic department, which will determine its renewal for further cycles.

5.1.2 An Institute may be created within a Faculty (host Faculty) and reports to that Faculty (even when it involves collaboration between

participants from different departments or different faculties) to perform community engagement and especially where short learning programmes (SLP) are offered from a Faculty which require the involvement of more than one department of that Faculty or more than one Faculty. Institutes are characterised by:

- a) The activities of the Institute are inter-and-transdisciplinary in nature.
- b) The scope of activities can include research, consultation, community engagement, the presentation of short courses (SLP), workshops, seminars and postgraduate education and training (within the scope of the host faculty).
- c) An Institute may present postgraduate programmes under its own auspices as part of the host faculty, which lead to an official WSU qualification, on condition that:
  - i. there is already satisfactory evidence of the viability and sustainability of the Institute over the long term before the Senate permits the Institute to present programmes which leads to official WSU qualifications.
  - ii. Only postgraduate programmes can be presented under the auspices of an Institute.
- d) An Institute must have its own cost centre code. When faculties are evaluated, the Institute is evaluated as part of the host Faculty and included in the calculation of the Faculty core statistics.
- e) An Institute functions in all respects like an academic department, including staffing, finances, reporting within a

faculty, ways in which the Institute keeps and reports information, and internal and external evaluation.

- f) An Institute will be established for an initial five-year period based on an approved constitution. Within these five years, It should be formally reviewed via WSU's quality assurance process against the objectives set out in the business plan before potentially being renewed for further cycles. In cases where an external funding body requires an equivalent external evaluation, the results of such an assessment may be utilised.

5.1.3 In exceptional instances, and for strategic reasons, a Bureau may be created outside the structure of an academic department, or a faculty and be located at the institutional level.

- a) The reasons for creating a Bureau outside an academic department, or Faculty must be fully substantiated, and the organisational structure of the Bureau must be approved by the Council when the Bureau is created.
- b) The budget for such a Bureau must be provided for and approved through the annual institutional budgeting processes.
- c) Ordinarily, a Bureau will have a research-intensive, MIT character that has involvement with more than one Faculty and/or external partner or HEI.
- d) The establishment will require consensus by the deans of all faculties involved and endorsement by the Rectorate before the full academic decision-making process. The decision-making process involves recommendations by the faculty boards, SLTC, the Senate Research & Higher Degrees

Committee, Senate Short Learning Programme Committee and Senate Executive Committee (Senex) to Senate where a consolidated version will serve for recommendation to Council for final approval.

- e) The scope of activities may include MIT research, undergraduate and postgraduate student education (with the limitations specified in 4.7 above) and training, consultation, social impact initiatives and short courses (SLPs), workshops, seminars and continuous professional development (CPD) training. Typically, however, such entities will focus strongly on MIT research and graduate student education and training and will aim to develop unique niche areas of research excellence at WSU.
- f) A Bureau may develop and present undergraduate modules contributing to degrees being conferred by one or more of WSU's faculties which contribute to the Bureau, as agreed with the relevant faculty deans and upon approval by the faculty board of the partner faculties. The quality assurance processes involved in these undergraduate modules will remain the responsibility of the relevant Faculty.
- g) Bureau's may also develop and present postgraduate modules and contribute to postgraduate supervision, in consultation with the partner faculties and/or external partners or HEIs. Still, the offering and awarding of postgraduate qualifications, as well as the quality assurance thereof, remain the responsibility of the appropriate participating Faculty, partner or HEI.
- h) A Bureau must have its own cost centre code.



- i) A Bureau will function in some respects like a faculty but will not confer its own degrees. Consensus between all the relevant deans, faculty boards, external partners, other HEI partners is required regarding staffing, finances, managerial reporting lines, governance structures, how information about the entity is maintained and reported as well as external evaluation of the entity.
- j) A Bureau may be accommodated within the University's budget model, where it would share in the central budgets' allocation. Its budget allocation would be related to the entity's contribution to primary budget income (subsidy, student fees and indirect cost recovery). It would have to be determined as part of the University's budget process, including agreements with the associated faculties. A Bureau will furthermore typically demonstrate a strong potential for attracting significant external grant income to promote its sustainability.
- k) A Bureau will be established for an initial five-year period based on an approved business plan. Within this five-year cycle, it should be formally reviewed via WSU's existing quality assurance process against the objectives set out in the business plan before potentially being renewed for further periods. In cases where an external funding body requires an equivalent external evaluation, the results of such an assessment may be utilised.

## **5.2 Creation and dissolution**

- 5.2.1 A Centre or Institute created in terms of paragraphs 5.1.1 to 5.1.2 above is approved by the Senate after consultation with and

recommendation from the Faculty Executive Management Committee, Institutional Management Committee of the University and the SSLPC. The final approval remains the purview of the Senate.

5.2.2 A Bureau created in terms of paragraph 5.1.3 is approved by Council on the recommendation of the Deputy Vice-Chancellor: Academic Affairs and Research and the Vice-Chancellor after consultation with the Institutional Management Committee and the University Senate.

5.2.3 A Centre, Institute and Bureau must have a constitution, which must:

- a) state the name of the CIB
- b) state the purpose of the CIB
- c) provide a statement of the CIB's objectives as well as its vision, mission, and core activities which must be aligned to the WSU strategic plan
- d) identify the manager of the CIB (e.g. the Head of an Academic Department, the Dean of the Faculty, or any other designated person),
- e) stipulate the staff structure of the entity
- f) describe if and how the entity will use existing academic expertise beyond its own environment
- g) explain why the planned activities cannot be performed within existing academic structures (academic department or its equivalent structure, or Faculty)
- h) indicate the organisational structure of the CIB and the creation of a management committee. The manager of the

CIB executes his/her duties in consultation with the management committee of the CIB

- i) provide for the establishment of an Advisory Committee,
  - j) indicate the composition of the Advisory Committee. The DVC: AAR as the custodian of CIBs or his/her representative must be included in the composition of the Advisory Committee of all CIBs
  - k) describe the functions of the Advisory Committee,
  - l) stipulate that the Advisory Committee meet at least twice a semester at a minimum
  - m) specify what will constitute a quorum of the Advisory Committee meeting
  - n) indicate the entity's financial viability and management plan
  - o) indicate mechanisms for the entity's quality assurance
  - p) describe the management of research, publications, and intellectual property
  - q) describe conflict-handling procedures
  - r) provide an indication regarding jurisdiction
  - s) provide for procedures to amend the constitution
  - t) provide for any other incidental matters necessary for the good governance of the CIB.
- 5.2.4 The constitution and any amendments to a constitution must be submitted to the Legal Services Department within the office of the Registrar to ensure legal compliance and consistency. A completed certificate of compliance must accompany every constitution.
- 5.2.5 A CIB engaging in activities which are multi, inter- or transdisciplinary in nature must include a representative from other and all Faculties involved.

- 5.2.6 A CIB is dissolved by the body which created it and must be dissolved when it is making a financial loss.
- 5.2.7 The creation of a CIB must be motivated. The motivation must include the following:
- a) An explanation of how the activities of the CIB are linked to a focus area or specialisation in a department and/or subject field/discipline/faculties.
  - b) Its alignment with the overarching WSU strategy and goals.
  - c) An explanation of why the CIB requires its own separate identity.
  - d) An indication of the MIT (as applicable) nature of any of the proposed activities if the proposal relates to the creation of an Institute or Bureau.
  - e) If the proposed entity relates to the creation of a Bureau, a business plan is required as part of the motivation.
  - f) An indication of the financial viability and sustainability of the envisaged CIB.

### **5.3 Employees of a CIB**

- 5.3.1 A CIB does not have permanent employees except for a CIB created in terms of paragraph 5.1.3 above.
- 5.3.2 Should the need arise for an employee to perform administrative functions of a CIB such an employee must be appointed in an Academic Department. However, the employee must be remunerated from the CIBs own funds.
- 5.3.3 A human resource reserve fund must be created from the surplus funds of the CIB equal to one year of the cost to company

remuneration of each employee appointed in terms of paragraph 5.3.2 above.

#### **5.4 Budget, audited financial statements and reporting on activities of a CIB**

5.4.1 The budget and audited financial statements of a CIB are prepared annually and recommended by its Advisory Committee. A CIB may not budget for a loss even if it has surplus funds.

5.4.2 A CIB prepares an annual report for approval by its Advisory Committee. The annual report provides an overview of the activities of the CIB and includes the financial statements of the CIB.

5.4.3 The annual report in respect of Centres and Institutes established in terms of paragraphs 5.1.1 and 5.1.2 is submitted via the Executive Committee of the Faculty to the relevant Faculty Board and the WSUDSLP for noting. The annual report in respect of Bureau's established in terms of paragraph 5.1.3 is submitted to the Senate for noting.

5.4.4 WSUs financial policies and procedures apply to all financial transactions by all CIBs, irrespective of the source of their funding.

#### **5.5 Provision of basic facilities and office space**

5.5.1 Subject to paragraph 5.7 WSU provides basic facilities such as office space, furniture, communication, and ICT facilities for the use of approved CIBs. CIBs must pay a levy for the use of WSU facilities at a percentage determined by the Institutional Management Committee of WSU and outlined in the WSU Financial Guidelines for SLP's and CIBs.

5.5.2 Additional facilities must be paid for from own funds generated by the CIB.

5.5.3 A CIB is responsible for the cost of replacement or upkeep of facilities bought from its own funds.

## **5.6 Guidelines for funding community engagement activities of a CIB**

5.6.1 The provision of this paragraph does not apply to a CIB created in terms of paragraph 5.1.3 since the human resources, operational and other costs of such a CIB is provided for in terms of the annual budgeting processes.

5.6.2 WSU is financed through the subsidy it receives from the Government to enable it to deliver on its primary core business of teaching and research. Community engagement initiatives and processes through which the expertise of the institution in the areas of teaching and research are applied will, therefore, be financed indirectly; however, other forms of community engagement are not necessarily subsidised.

### **5.6.2.1 Curriculum-related CE**

- a) Formal accredited programmes or modules with CE components will be subsidised through WSU academic funding model.
- b) Senate approved short learning programmes (SLPs) will not be subsidised.

### **5.6.2.2 Non-curriculum related community engagement**

Non–curriculum-related community engagement in a CIB is funded from its cost units earned through its informal teaching activities (SLPs) and other income generating activities and will not be subsidised through WSU central budget.

**5.6.2.3 Research-related community engagement**

Research-related community engagement culminating in research output is funded from cost units earned through research activities of the CIB.

**5.6.2.4 Community development and capacity building**

SLPs (credit-bearing and non-credit-bearing) with social developmental or capacity building (skills programmes) with surplus-sharing possibilities will not be funded from the central university budget but should be financially self-sufficient.

**5.6.2.5 Community outreach**

Voluntary outreach to communities by University employees or students in response to the social, economic, and political needs of communities is not part of the core business activities but may be funded via CIB income generating activities.

**5.7 Recuperation of costs**

5.7.1 The provision of this paragraph does not apply to a Bureau created in terms of paragraph 5.1.3.

- 5.7.2 WSU must, as far as possible, be compensated for the costs incurred through CIB activities which are not subsidised. The recuperation of costs by WSU does not constitute donations made to WSU by the CIBs. Instead, such transfer of funds, on the part of WSU, is to recuperate costs incurred through non-subsidised CIB activities.
- 5.7.3 A distinction must be made between overhead costs (e.g. the use of WSU's name, goodwill, and infrastructure) and running costs, which can be directly allocated (e.g. printing costs, postage, hiring of facilities, entertainment costs, etc.).
- 5.7.4 Overhead costs are recuperated through placing a levy on the turnover excluding interest and donations of a CIB. The percentage of the levy is from time to time, determined by the Institutional Management Committee of WSU and stipulated in the Financial Guidelines for SLPs and CIBs.
- 5.7.5 The operating costs are funded through income generated from the activities of a CIB.

## **5.8 Distribution of surplus funds**

- 5.8.1 Surplus funds generated by a CIB may be distributed between the employees who participated in the activities of the CIB, provided that there shall be no surplus sharing in a CIB created in terms of paragraph 5.1.3 and any such surplus will revert to the central fund.



- 5.8.2 Funding provided to a CIB in terms of paragraph 5.6 above that is, funds received indirectly through the academic funding model and funds provided for community engagement projects in the annual budget and which are not used during a particular year reverts to the central fund and does not form part of distributable surplus funds.
- 5.8.3 A distribution of any surplus funds may only be made to academic/professional employees who have met their performance benchmarks in terms of their performance agreements as provided for in the WSU performance management system. The head of the academic department must certify, to the satisfaction of the Advisory Committee that the academic employee met their performance benchmarks before distribution of surplus funds can be recommended by the Advisory Committee to the Institutional Management Committee of the University.
- 5.8.4 The Chief Financial Officer or his/her representative shall be responsible for recommending specific guidelines to give effect to the provisions of this Policy for approval by the Institutional Management Committee of the University, provided that the WSUDSLP will be consulted regarding the guidelines for the distribution of surplus funds generated through the offering of short learning programmes (SLPs) in a CIB.

## **6. BRANDING**

- 6.1 CIB entities must ensure that their branding meets the requirements of WSU's corporate identity and marketing policies and procedures.
- 6.2 All material intended for external liaison and all publicity material (e.g. letterheads, business cards, advertisements, and websites) must comply with the requirements of WSU's corporate identity and marketing policies and procedures.
- 6.3 The trademark of the CBI must satisfy the requirements of the University's policies and procedures in this regard.

## **7. CIB REGISTER**

- 7.1 The Director: WSUDSLP shall maintain a register of all CIB entities and their constitutions.
- 7.2 The register and constitutions must be available from the general WSU portal.
- 7.3 CIBs are responsible for updating the information about themselves on the WSU calendar.

## **8. POLICY CONTROL**

### **8.1 Roles**

8.1.1 The owner of this Policy is the Deputy Vice-Chancellor: Academic Affairs and Research, whose role is to:

- a) oversee the development of the Policy and its related strategies and procedures

- b) ensure the creation of documents necessary to support CIBs and ensure that same is freely available
- c) ensure that the Policy curator functions effectively; and
- d) appoint a task team for the periodic revision of the Policy document, as required

8.1.2 The curator of this Policy is the Director: WSUDSLP or a senior professional academic support services staff member who is familiar with WSU's strategy for CIBs and is appointed by the DVC: AAR.

8.1.3 The curator is responsible for:

- a) ensuring the proper and effective formulation, approval, revision, communication, release, and monitoring of the implementation of this Policy and its related strategies and procedures; and
- b) interpreting the Policy, guiding its implementation, and convening a task team for the periodic revision of the Policy, as required.
- c) Providing necessary templates for the creation of CIBs in terms of this Policy.

## 8.2 Implementation

This Policy provides broad guidelines and institutional intent for CIBs at WSU. Within this context, WSU develops and continually updates its strategy for CIBs. The implementation of the Policy and strategy occurs via the Teaching and Learning Operational Plan [2020-2024]], R&I Operational Plan [2020-2024] and Community Engagement Operational Plan [2020-2024] which stipulate the strategic focus areas and operational priorities in the field of Teaching & Learning, Research & Innovation and Community

Engagement at WSU. At the faculty level, the implementation of the Policy occurs using the specific faculty implementation plans, where reasonably practicable.

### **8.3 Monitoring and Reporting**

7.4.1 The DVC: AAR is accountable for the creation of the necessary controls for the monitoring and reporting of this Policy. The curator is responsible for carrying out these controls.

7.4.2 Senate monitors the implementation of the Policy.

### **8.4 Release**

This Policy is a public document, which is published on the WSU website. The Policy is approved by the Council of the University after consultation with all relevant University internal approval structures.

### **8.5 Revision**

This Policy (or sections thereof) is reviewed every five years, or sooner as may be deemed necessary by the DVC: AAR.

## **9. CONFLICT SETTLEMENT**

Conflicts within this Policy are to be resolved along the normal line management channels within the existing WSU structures, such as the Faculty Committees, the SSLPC, and Senate itself. The final decision authority for this Policy resides with the WSU Council.