



**UNIVERSITIES
SOUTH AFRICA**

UNIVERSITIES SA

**ADVANCING PUBLIC HIGHER EDUCATION
VOICE OF SA'S PUBLIC UNIVERSITIES**

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Chief Executive Officer**

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Pretoria

insitutional autonomy....DEFINED BY HIGHER EDUCATION ACT OF 1997

And amended in subsection 8 of the Higher Education Amendment Act of 2001:

The council of a public higher education institution must govern the public higher education institution, subject to this Act, **any other law** and the institutional statute.



insitutional autonomy....DEFINED BY HIGHER EDUCATION ACT OF 1997

PROVISIONS FOR SELF-REGULATION

1. Council: >60% - <40% principle. Usually 30 members.
2. Council subcommittees: >60% - <40% principle
3. Senate – chaired by the vice-chancellor
4. Institutional Forum
5. Students Representative Council
6. Institutional statute determined subcommittees



institutional autonomy....IN AN ECOSYSTEM

1. Department of Higher Education and Training
2. Council on Higher Education
3. Higher Education Quality Council of the CHE
4. South African Qualifications Authority
5. Ministerial appointees on councils of universities

Other government departments
National Research Foundation
AGSA
Professional accreditation agencies.

Other quality councils
Other science councils
SETAs



institutional autonomy....& STEERING MECHANISMS

1. Programme and Qualification Mix
2. Enrolment Planning
3. Institutional Maintenance Plan
4. Institutional Physical Infrastructure Plan
5. Institutional Audit and Accreditation Requirements
6. Programme Audit and Accreditation Requirements
7. Impact of Earmarked Grants
8. Higher Education Qualifications Sub-Framework



institutional autonomy....& BENCHMARKING

1. National sector institutional benchmarking
2. National sub-sector institutional benchmarking
3. International sector institutional benchmarking
4. National science system
5. HRDC and Labour Market Intelligence Programme (?)
6. Graduate Destination Surveys (?)
7. Industry Trends



institutional autonomy....& FEE SETTING

Annual institutional budgeting process

1. Subsidy income for the year in question
2. Benchmark parameters such as
ratio: annual staff compensation budget to annual recurrent income
3. Fee increases (?) - negotiations
4. Salary increases (?) - negotiations
5. HEPI and CPI
6. New initiatives, strategic maintenance, new infrastructure development, etc.
7. Residence budgets
8. National sector institutional benchmarking



institutional autonomy....& FEE SETTING

For most of the period up 2004 say, fee increases were constrained around the CPI level.

The fee increases began to exceed the CPI level as the subsidy per FTE went into decline.

The residence fee increases are negotiated separately and attempts are made to break even.

For students that satisfied the NSFAS means test, these fee increases are built into their financial aid packages. And are reflected in their debt levels.

The benchmark ratio is very dependent on the type of institution for which it is calculated.



institutional autonomy....& FEE SETTING

PROCESS

Budgets are constructed from a combination of historic and zero-based budgeting.

Fee increases are always 'negotiated' with student structures.

Salary increases are negotiated with unions and staff structures.

Budgets are presented internally to various committees and forums.

They are then presented before Finance Committee of Council.

Finance Committee of Council recommends the budget to the full Council which makes the final decision.





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THANK YOU