

College of Health Sciences
DVC Communique, 17 December 2013

Dear Colleagues

The end of the year has come upon us, and this is a time to reflect on what we have achieved this year. The recent passing of Tata Madiba, the revered icon of the anti-apartheid struggle and our first democratically elected President, has made me, and I am sure, all of us, reflect more deeply on what we have achieved, and how we are contributing to development of our people and nation.

As we reflect on the past year, and look to the future, we need to understand and embrace our roles, as individuals and collectively, in the ongoing transformation of our country, and especially in enhancing the livelihoods of our people through improved health care provisioning. We live in a time of change, in the country, in the higher education sector, and within the university, and there are many challenges.

Nelson Mandela was the architect of the reconciliation of our people within a unified new South Africa, and led the achievement of the miracle of the rainbow nation. In that time of change, Madiba was open to consulting widely, listening to all views, and to changing his own perspectives in response to the need to chart a sustainable pathway for our people. His ability to rise up above the politics and agendas, to define the solution in a time of massive turmoil and change, was incredible. This should serve as inspiration to us all as we make our own small contributions.

As I go into the end of year break, and spend time relaxing with family and friends, there is time of reflection and consideration, and thinking about how we should work to achieve our shared vision. I will draw inspiration as I consider how Madiba may have worked a solution to a particular dilemma; his thinking and approach should guide us all.

I thank and acknowledge all of members of the College for the huge efforts through the year. It has been a successful year, and I wish you all well as you take a break with family and friends, and all the best for 2014. For those support staff who will be working to keep the ship moving over the next few weeks, a note of special appreciation for this additional sacrifice.

Tata Mandela made such a huge contribution to our nation, and sacrificed so much for our people; may he Rest in Peace.

Kind Regards, and Best Wishes for the Festive Season and 2014

Rob Slotow, DVC and Head of College of Health Sciences

Please find attached the following documents for your information. When I visited the four Schools recently, I indicated that I would distribute additional information to the College about the budget, as well as providing documentation on the information presented at the visits on transformation. I am attaching a copy of my reflections on 2013 as requested by the Vice Chancellor, and included in his recent report to Council. This provides a summary of what we have achieved through the year. The second document is a summary of the budget for 2014, including information on the Resource Allocation Model. Finally, there is a copy of the Transformation Strategy and the Equity report (attached as a separate file).

College of Health Sciences, Summary of 2013

Strong governance and effectiveness are key strategies, and College leadership embraced the “Year of the College”, aimed at further “Simplifying and Streamlining for Success”. Prof. Fanie Botha, Director College Professional Services, successfully led a process to generate Service Level Agreements for all support workflows within the College, which establish transparent service delivery systems to clarify roles, responsibilities, and turnaround. These provided the basis for reviewing the College professional support establishment, and, through a consultative process, we have greatly reduced posts, freeing up resources for additional academic positions. Accountability for delivery has been emphasized through 100% compliance with the performance management mid-year review, and complete buy-in by Academic Staff to the PhD credentialing process.

The College focused strategically on growing postgrads and research. We exceeded PhD enrolment targets for 2013 by 49%, and, in terms of throughput, graduated 24 PhDs and 116 Masters Degrees (up 25% and 50% respectively over 2012). We recruited 50 Postdocs in 2013 (from 5 in 2012). Prof. Moses Chimbari, the new College Dean of Research, personally led workshops to support large grant and research Chair applications, as well as for cohort supervision of PhD students. Profs Tulio de Oliveira and Frank Tanser were awarded a Medical Research Council Flagship Grant (R16 million over three years) for an interdisciplinary project that includes additional academics from across the College and within Agriculture, Engineering and Science. Pharmaceutical Sciences secured a grant from NORAD for 18 million Norwegian Krone to advance south-south collaboration in strengthening health and higher education systems.

Prof. Fikile Mtshali, College Dean of Teaching and Learning, led a full review of all of our qualifications for alignment with the new HEQSF, taking the opportunity to streamline offerings and bring them in line with University norms such as credits per module. Scholarship in Teaching and Learning is a strong focus of the College, with 22 research papers published in peer reviewed journals and 12 Postgraduates graduating with projects in Health Sciences Education. In July we launched our “visual learning” project, using tablet computers to provide students with instant access to teaching and learning resources even at dispersed clinical sites, and enabling real-time interactive engagement between student and staff. We commissioned a new state of the art 300 seat Lecture theatre on the Medical School Campus, which provides the opportunity to increase the MBChB intake, and an additional two floors of parking were completed there, allowing us to accommodate staff and student vehicles within the campus perimeter.

Prof. Deenan Pillay was appointed as the new Director of the Africa Centre for Health and Population Studies. Strong links between the Africa Centre and Schools in the College were further reinforced by the appointments of two African Centre investigators, Profs Tulio de Oliveira and Frank Tanser, as Full Professors within the College. The College also appointed Profs Thavi Govender and Gert Kruger in Pharmaceutical Sciences, and Prof. Gobardan Das in Medical Microbiology, to enhance research and postgraduate supervision in these areas. The College is committed to Transformation of our academic staff, and continued with the appointment of Developmental Lecturers, bringing the total to 10 potential high fliers who are progressing well. Prof. Rob Slotow initiated a focused, individual-based intervention with all PhD credentialed South African, African academics in the College, to develop tailored strategies for each to achieve rapid promotion, and for development of a robust leadership cohort to serve as strong role models.

Individual Academics and students have continued to excel within the College. Prof. Thumbi Ndung'u was inaugurated as the new Victor Daitz Chair in HIV/TB research in March. Five of the 13 MRC National Scholars were from the School of Health Sciences. Profs Marie-Louise Newell and Leana Uys were appointed as University Fellows. Prof. Salim Abdool Karim was appointed as Chair: UNAIDS Scientific Expert Panel. Dr Christina Thobakgale, recently appointed Senior Lecturer in Lab Medicine and Medical Sciences, was second runner-up in the DST Distinguished Young Women in the Life Sciences Awards. Ms Kavidha Reddy, a PhD student from the HIV Pathogenesis Programme, won the Young Investigator Award from the International Aids Society and the French National Agency for Research on AIDS. Medical undergraduate students, Ms Naseera Joossab and Ms Denesha Naicker's study won them first place at the Student Symposium of the Public Health Association of South Africa. We are especially proud of Prof. Quarraisha Abdool Karim, on who the President bestowed the Order of Mapungubwe: Bronze on Freedom Day, in recognition of her 'outstanding work in the field of HIV/AIDS and Tuberculosis research and health policy development.' The Order of Mapungubwe is South Africa's highest honour.

Rob Slotow, DVC and Head of College

College of Health Sciences Budget for 2014

The **Resource Allocation Model** is used to allocate resources across the four Colleges, and is based on both inputs (teaching), and outputs (graduations and research publications). The RAM for the 2014 budget allocations across the Colleges is included below:

College	Teaching Component (42,5%)				Research Component (42,5%)				Sector Allocation (%)
	Weighted Teaching Inputs	(%)	Weighted Non-research Graduates	(%)	Weighted Research Graduates	(%)	SAPSE Research Units	(%)	
Agriculture, Engineering & Science	26540.1	12.66%	1470.7	0.70%	423.0	7.28%	651.2	11.20%	37.46%
Health Sciences	21371.3	10.19%	1444.4	0.69%	133.5	2.30%	215.2	3.70%	19.86%
Humanities	19578.9	9.34%	3621.2	1.73%	320.4	5.51%	408.0	7.02%	27.76%
Law & Management	13140.5	6.27%	1940.0	0.93%	134.7	2.32%	184.3	3.17%	14.92%
TOTALS	80630.8	38.5%	8476.4	4.0%	1011.6	17.4%	1458.7	25.1%	100.0%

As explained to the schools, there are four components. The Teaching inputs reflect the students enrolled into our modules. These are weighted by the cost of delivery, and most of our qualifications are in CESM category 4, which means we have a high weighting. If we consider the overall resource base to be 100% to all of the Colleges, we receive 10.19% of that based on our teaching inputs. This is a relatively stable component, which is based on our enrolment plan, and as we achieve this we can have little influence on this number from year to year.

The second component is the non-research graduates. This makes up only 4% of the total allocation, and so has much less influence on the resource base. We can influence this by improving our throughput and retention of students, and, as indicated in the School visits, we should be doing this for reasons other than to increase our resource base. This should be an imperative on which we will focus going forward.

The third component is the research graduates. This makes up a substantial component of the overall resources allocation (17.4%), and we do not do as well as we should in this regard, as we only have 2.3% out of the 17.4% (13.2% share). We can improve this greatly by increasing the PhD graduations, and while there are lags in shifting this because it takes up to 3 years (or longer) to get a PhD, we can focus here on retention, and especially throughput. We should note that we have exceeded our PhD enrolment target, so now we have to focus on delivery of graduations!

The final component is the research publications, which contributes around 25% to the total resource allocation. Our share of this is 3.7%, which translates to a 14.7% share. This is definitely punching below our weight if you look at our overall share of the resources at just below 20%. This needs to be a focus, especially in getting journal publications out as soon as possible. In this area we can have the greatest influence on the resources we receive from year to year.

Our overall share of the RAM for 2014 is 19.86%. This is an improvement over our 2013 RAM allocation, where our share was 18.88. This may not seem like a large amount, but this improvement is in a competitive environment, and we were the only College to increase our share from 2013. In practice, this increase in the RAM share translated to R9.168 million rand extra being allocated to the College in 2014. The hard work is paying off.

In terms of the RAM generated by the four Schools, we get an indication of the current shapes of the different schools.

Schools	Weighted Teaching Inputs	(%)	Weighted Non-research Graduates	(%)	Weighted Research Graduates	(%)	SAPSE Research Units	(%)	Proportion (%)	Amount (millions)
Clinical Medicine	10709.7	5.1%	349.0	0.2%	24.2	0.4%	60.4	1.0%	7.92%	74.076
Health Sciences	4823.0	2.3%	290.5	0.1%	27.3	0.5%	41.6	0.7%	4.26%	39.878
Nursing & Public Health	3399.7	1.6%	407.2	0.2%	42.4	0.7%	78.7	1.4%	4.59%	42.913
Laboratory Medicine & Medical Science	2438.8	1.2%	397.6	0.2%	39.6	0.7%	34.4	0.6%	3.09%	28.913
Total	21371.3	10.19%	1444.4	0.69%	133.5	2.30%	215.2	3.70%	19.86%	185.780

The table also indicates the proportion in Rand that each school generated towards the total College Budget. We need to take into account that we need to fund the College Office from our budget, and that we also derive funding from the Joint Health Establishment and the Clinical Training Grant to fund our operations. At this stage we do not allocate resources to the Schools directly based on RAM generated, as there is a requirement from some Schools to cross-subsidise others. However, we have agreed as College Management that we will work towards a RAM allocation approach for funding the schools as well, and the Management Committees and staff within the Schools should understand this and be working strongly towards sustainability within the resources that they generate.

The College budget for 2014 is made up of three components, the strategic allocations, and the operating budget which includes both staff compensation and supplies and services. We have received a Main Fund allocation of R185.789 million for operating and R19.859 million for strategic activities. In addition, we receive funds from the Provincial Department of Health for the Joint Medical Establishment, which is based on jointly agreed positions that have incumbents, and this is estimated at R66.935 million in 2014.

The College Management Committee has decided on allocations to the four School, the College Office, and for strategic activities. These are based on an iterative process among the College Director, College Managers and School Managers to come up with effective and efficient budgets for our operations. The College DVC discusses these with the College Director and Finance Manager, and with the Deans, seeing where we can be even more efficient! A similar process is followed for the strategic budget, only including the two Cross-cutting Deans as well. As part of this process, the College Leadership discussed the budget allocations at a Retreat in October, which informed a lot of the discussions. Once the detail has been worked through, the budgets are finalised, and serve at the College Management Committee for approval, which was granted at our meeting on 10 December 2014.

CHS 2014 Budget Allocation Summary	
STRATEGIC FUND BUDGET	R
Strategic Fund Ask (see separate detail below)	30 946 000
Strategic Budget Award from Main Fund	19 859 000
Deficit	(11 087 000)
Allocation from Operating Budget (including R9 067 000 from the funds allocated to vacant posts)	11 087 000
OPERATING BUDGET	R
Supplies and Services (Allocated to College Office and Schools)	17 700 000
Staff Compensation (Allocated to College Office and Schools)	221 180 000
VACANT POSTS (Posts approved for release – R9 067 000 of this is required to fund strategic activities)	11 815 000
Total Requirements	250 695 000
LESS: BUDGET AWARD from Main fund:	185 780 000
SURPLUS / SHORTFALL	(64 915 000)
JME ALLOCATION - INTERIM BUDGET	66 935 000
Balance	2 020 000
Allocation to Strategic Fund	(2 020 000)
Main Fund budgeted surplus/shortfall	0

Operational Budget Allocations

These are allocations that are made by the College Management Committee to the four Schools and the College Office, and include the budgets for staff compensation as well as supplies and services. The provisional allocations for 2014 are as follows. These allocations will be finalised during 2014 following the finalisation of the staff salary increases for 2014, and analysis of spend rates and needs.

Operational Unit	2014 - Provisional allocation (Main Fund, excl. JME and CTG)		
	Staffing	Supplies & Services	TOTAL
	R'000	R'000	R'000
College Office	R 19 260	R 2 500	R 21 760
Clinical Medicine	R 27 667	R 3 300	R 30 967
Health Sciences	R 38 239	R 2 800	R 41 039
Laboratory Medicine and Medical Sciences	R 40 146	R 2 700	R 42 846
Nursing and Public Health	R 26 135	R 2 400	R 28 535

Strategic Allocations

The University Executive identified the need for a shift in the institution and how it operates, and allocated a specific component from the main fund to drive strategic activities within the Colleges. R100 million is allocated in 2014, and this is divided up across the Colleges in terms of RAM. The College of Health Sciences therefore receives an allocation of R 19 859 000 for 2014. The College Management Committee recognised the value of supporting such strategic interventions, and therefore supplements the strategic activities with additional allocation from our operating budget. As a result of effective and efficient use of our operating budget we have managed to leverage a large portion of funds for strategic activities. We believe that this commitment is paying off in the form of our increased RAM share, and therefore increased resources as we move forward. The bulk of the funds goes to supporting students and post-docs, including support of staff who are credentialing.

STRATEGIC FUND - PROPOSED BUDGET FOR YEAR 2014		
Details	Note	Budget estimate 2014
Masters Student Support	(i)	R 1 850 000
PHD Student Support	(ii)	R 3 595 000
Post-Doctoral Fellowships	(iii)	R 12 855 000
Sub-Total Post Graduate Support (administered by College Dean of Research)		R 18 300 000
Increased Supervisory Capacity and Research Leadership (Full and Fractional Professors)	(iv)	R 6 190 394
Strategic Development Lecturers	(v)	R 3 789 039
University Signature Projects - Ring Fenced	(vi)	R 367 000
University Research Chairs - Reserved	(vii)	R 500 000
Teaching Relief for Staff Development	(viii)	R 300 000
Masters Online Teaching and Training	(ix)	R 300 000
Deans' Strategic Development Fund	(x)	R 500 000
Transformation Initiatives Fund	(xi)	R 500 000
Sabbatical Substitute	(xii)	R 200 000
TOTAL BUDGET ASK		R 30 946 433
Strategic Fund Allocation from Main Fund		R 19 859 000
Subsidisation from Main Fund Operating Allocation (Vacant Posts)		R 11 087 433
LESS: TOTAL PROPOSED AWARD		R 30 946 433
Shortfall		R -0

Notes:
(i). This is made up of bursaries for 52 returning students, running expenses for 7 returning students and bursaries and stipends for 10 and 8 new students respectively.
(ii). This is made up of bursaries for 68 returning students, running expenses for 89 returning students and bursaries and stipends for 18 new students.
(iii). This is made up of stipends for 45 returning Post Docs and 30 new Post Docs, and running expenses for 20 returning Post Docs and 10 new Post Docs.
(iv). Budget based on current staff levels of 5 full professors and 6 fractional professors.
(v). Budget based on current staff levels of 10 strategic development lecturers.
(vi). This is CHS's contribution for Strategic Support to the UKZN's signature projects
(vii). This is reserved for the University's Research Chairs. Research Office provides 50% funding and the College the balance. Two Chairs within the College have been advertised.
(viii). Teaching relief funds are intended to support our staff credentialing process to enable individuals to take protected time to make specific progress, and dealt with by the Dean and Head of School.
(ix). Support for development of online teaching within the Masters level to enable us to meet enrolment targets and promote retention and throughput.
(x). Each Dean and Head of School receives R125 000 for use at their discretion to support strategic activities within the Schools.
(x). These funds have been ringfenced to support transformation within the College and are under the authority of the DVC.
(xii). Teaching replacement funds for staff going on sabbatical, and dealt with by the Dean and Head of School.

**College of Health Sciences
Staff Transformation Strategy**

Approved at College Transformation Committee, 23 October 2013

Approved at College Management Committee, 12 November 2013

The College, as does the University, faces a challenge in the transformation of the staff within the Academic component to match more closely the demographics of the population, and therefore provide appropriate role models, diversity and cultural sensitivity for our teaching and research mandates. The challenge of attracting staff from the target categories is further exacerbated within the College because of the competition for a limited pool of candidates, both within the Higher Education sector, but also with positions in health care practice, which are well remunerated.

In addition to transformation of the academic staff complement, we also face a challenge in terms of succession planning to ensure effective leadership across the College. Leadership attributes need to be developed, and this requires firstly that staff are provided with the opportunity to develop personally in this regard, but also that appropriate training and support are provided to ensure success. While there is a shortage of staff with experience in leadership across the College, this is especially so for designated groups in terms of transforming the staffing within the College.

Therefore, the College of Health Sciences has developed a strategy with a few, key interventions with a view to building a College staff establishment that reflects the society to which we are accountable, and which has strong leadership capacity on which to draw for effective and efficient delivery on our mandates of Teaching and Learning to develop the next cadre of trained Health Professionals, and of Research to generate new knowledge, improve evidence-based best-practice in Health Care Provisioning and advance research-led teaching.

These strategies have to be agreed and integrated into the Staff Establishment Planning, including the Equity and Transformation Plan.

1. **Recruitment of High Potential South African, African graduates through a targeted career development programme (Developmental Lecturers).** This is as per the existing framework, where high performing potential staff are recruited as permanent staff, but given time and support to complete a PhD within the first 3 years, and commence on a research trajectory in the form of publications, postgraduate supervision and conference presentations followed by grantsmanship. They are then on a fast-track for promotion. See point 5 for additional information on development strategy. CMC to approve release of 10 posts for 2014. Additional posts to be released as per the transformation plan.

2. **Accelerated Academic Development of mid-career South African, African academics.**

This is to attract, and fast-track for research-related success, and therefore promotion, mid-career South African African academics with demonstrated high performance potential. They will be provided with 3 years without contact teaching to focus on achievement in terms of research including but not limited, publications, postgraduate supervision, conference presentations, grantsmanship followed by NRF rating and will be in line for rapid promotion to Associate Professor. There will only be MINIMAL contact teaching, at higher levels, to provide opportunity for exposure of these staff to students

who can then be recruited to postgraduate studies under their supervision. These staff will be line-managed by the DHOS, and there will be structured support for them through an institutional/cohort approach. They will develop a Professional Development Plan for promotion, and this will be monitored through the Performance Management system. The proposed advert for this is attached. CMC to approve release of 5 posts for 2014. Additional posts will be released as per the transformation plan.

3. Pipelining High Potential South African, African undergraduates into very scarce skill disciplines.

We cannot retain students in some disciplines into Postgraduate studies, and they are therefore not eligible to apply for Lecturer as they do not have a Masters qualification. This programme will provide a bursary large enough to retain them at University post Bachelors (R250 000 p.a.), and we will focus on supporting them for completion of their Masters degrees within 1 year if possible (fast-track Ethics approval). Once achieving the Masters, they will enter the permanent staff as Developmental Lecturers. DHOS to identify a small number of key areas in which to implement this, and motivate to CMC for "posts" in these areas. There will be a coordinated and structured programme for this at College level, under the College Dean of Research, and they will be supported as an integrated cohort in a structured manner. These should be advertised so that we can identify students from the students graduating this year.

4. Student enrichment programme.

This will be aimed at attracting and supporting Honours/Honours-equivalent students into PG studies, with a view to integrating them into the staff establishment. Academically proficient students and/or students with research aptitude will be identified, and given specific opportunities to participate in research laboratories, with focused mentoring by academic staff within the College in tandem with taking Masters modules for non-degree purposes where possible. This strategy has been approved in principle at CAAB, and will now need to be implemented. A College wide implementation plan will be generated by the College Dean of Teaching and Learning, in consultation with the College Dean of Research and DHOSs, as well as with the Academic staff within the College. This implementation plan will be tabled for approval at CMC by March 2014.

5. Staff development programme for South African, African staff.

All South African, African staff who are currently in the system will be identified, and divided into three categories: Those who are PhD credentialed, those that are credentialing, and Developmental Lecturers (dealt with above as well). For the staff that are PhD credentialed (see table below with 9 staff), the DVC will meet with each staff member to discuss their aspirations, personal development plan, and any constraints to fast-track career-pathing and upward mobility. Strategies will be put in place to achieve personal promotion, with a target date set for personal promotion. For PhD credentialing staff (see table below with 18 staff), and for Developmental Lecturers (see table below with 10 staff) the relevant DHOS will meet individually with these staff to discuss their personal development plan, and strategy for successful credentialing. Any barriers to progress must be identified and interventions put in place to mitigate these. The College Dean of Research will put in place a cohort strategy for these staff, with structured support for staff at different stages of their credentialing process, and timelines for each staff member with a College level reporting system for accountability. There will be quarterly reports produced by the Dean of Research, and tabled at CMC meetings in December 2013, February 2014, May 2014, August 2014, and November 2014. Each of these reports should speak to progress to date, as well as the plan for each staff member for the following quarter and the balance of the year. Special attention should be paid to rapid completion of BREC approval for those staff without approval. The DVC, Dean of Research and DHOS will meet collectively with these staff twice per year to discuss strategies. If necessary, the DVC will meet individually with particular staff members to promote success. Developmental Lecturers will, in addition, be line managed by the DHOS. The DVC, DHOS, College Dean of Research will include a specific KPA that deals with this staff development as part of their 2014 performance agreement. This KPA will be agreed at CMC.

6. Leadership Development Programme.

In addition to personal academic development for South African, African staff, the College will generate an individual specific strategy for leadership skills and experience for these staff. This will take into account the need to protect staff from too many commitments, which could potentially impact their personal academic development. The DVC will develop the College-wide plan, based on individual meetings with staff members in all three categories, prioritizing the PhD credentialed staff initially. This plan will be tabled at CMC in March 2014 for approval, and will then be implemented.

7. Structured and Co-ordinated communications strategy

In order to create broad support and buy-in for the strategies across the College, we will develop a structured and co-ordinated communication strategy explaining the approach being taken, why the interventions are necessary, and to emphasise that there is also an overall programme for personal development of all staff in the College, and that there are strategic interventions to support success which are accessible to all staff. This is to prevent any negativity to the transformation strategy and to staff who are part of the implementation of the strategy.