



UNIVERSITY OF PRETORIA
Office of the Registrar

INSTITUTIONAL GOVERNANCE FRAMEWORKⁱ

Document type: Framework
Category: Governance and Compliance

Document number: R 86/24

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1. INTRODUCTION

The University of Pretoria (UP/the University) upholds the highest standards of good governance, ensuring transparency, accountability, and integrity across all its operations and activities. As a public Higher Education Institution (HEI), we strive to foster an environment that supports academic excellence, operational efficiency, and public trust locally, nationally and globally.

2. GOVERNANCE PRINCIPLES

2.1 Accountability

We are committed to ensuring accountability across the entire institution and our governance structures and processes are designed to provide clear lines of responsibility, with robust mechanisms for oversight and review. The University Council, Senate, the Vice-Chancellor and the Executive team are tasked with fostering a strong compliance culture and maintaining accountability to stakeholders, including, but not limited to students, staff and the broader community. In addition, accountability to the public/government is paramount in that resources allocated to the University must be accounted for.

2.2 Transparency

Transparency is central to our governance practices. We ensure that our decision-making processes are participatory, consultative, open and accessible, with timely and accurate reporting on our financial status, strategic objectives, and academic achievements. Regular communication is a cornerstone of our commitment to transparency.

2.3 Integrity

At the University, integrity is at the heart of our core business and the University's activities. We adhere to the highest ethical standards in all that we do, ensuring impartial, unbiased and principled decision-making at all organisational levels. All staff, students and other UP stakeholders are expected to uphold these standards in the fulfilment of their various roles.

2.4 Inclusivity

Our governance structures are inclusive and representative of the diversity of the University stakeholders. Thus, we value the contributions of students, staff, alumni and external partners, and facilitate the incorporation of their perspectives into our decision-making processes.

2.5 Strategic Leadership

We are dedicated to providing strategic leadership that aligns with our mission, vision and values. The University Council, Senate, the Vice-Chancellor and the Executive team works collaboratively to set strategic priorities, guide institutional development, long-term sustainability and ensure the effective implementation of policies, plans and sound practices.

To his end, strategic planning is a participative and consultative process that takes cognisance of inputs from across the University.

3. GOVERNANCE STRUCTURES

3.1 University Council

The University Council is the supreme governing body responsible for overseeing the University's strategic direction, financial management and policy framework. It includes representatives from various sectors, including senior academics, administrative staff, student representatives, representatives of the Convocation and external experts who include Ministerial appointees, members appointed by the donors and members appointed on the basis of their expertise and experience.

The balance of internal and external members (40:60) as prescribed by section 27(6). of the Higher Education Act (Act 102 of 1997) and par 15 of the University of Pretoria Statute, is strictly adhered to, and members, other than those who serve ex officio, may only serve two consecutive terms on Council. These measures safeguard the independence of Council from Management and prevent Council members from becoming institutionalised.

Council has an Executive Committee of Council (ECC) and numerous Council Committees that support Council to carry out its governance role.

3.2 Senate

The Senate is the highest academic body within the University and is responsible for academic policies and quality assurance arrangements. It ensures the integrity of our academic programs, research and community engagement initiatives, provide guidance on curriculum development, academic governance and the currency and quality of the University's Programme and Qualification Mix (PQM).

Like Council, Senate too is supported by a number of Senate committees to performs its functions effectively.

3.3 Vice-Chancellor and Principal

In accordance with s30 of the HEA, the Vice-Chancellor and Principal is responsible for the day-to-day management of the University. The Vice-Chancellor, supported by Deputy Vice-Chancellors

(Vice-Principals), Chief Operations Officer, Executive Directors and Registrar, drives the strategic priorities of the institution and oversees the implementation of policies, strategic initiatives, and operational activities.

3.4 Faculties and Schools

UP consists of nine (9) faculties and a business school. Faculties and schools are integral to our academic structure, responsible for delivering educational programs, conducting research and curriculum-based community service initiatives, and managing faculty affairs. Each faculty is led by a dean who works with academic staff and administrative units to ensure the effective delivery of academic services.

In addition, UP has a number of transdisciplinary platforms, a number of entities, a Sport High School, a Pre-University Academy and a Mamelodi campus that serves, *inter alia*, as a community engagement hub. All of these are integral to UP's realisation of its mission, vision and strategic objectives.

3.5 Student Representative Council (SRC)

The SRC represents the student body in governance matters, advocating for student interests and participating in university committees. The SRC plays a crucial role in ensuring that student perspectives are considered in decision-making processes.

3.6 Institutional Forum

The Institutional Forum (IF) advises Council and the Executive on, *inter alia*, the implementation of the Act and national policy on higher education; the formulation of race and gender equity policies; the selection of candidates for senior management positions; codes of conduct; mediation and dispute resolution procedures; fostering an institutional culture characterised by tolerance, respect for fundamental human rights and a positive academic climate; and any other matter determined by Council.

4. DECISION-MAKING AND ACCOUNTABILITY

Our decision-making processes are characterized by robust debate, thorough deliberation, evidence-based analysis and stakeholder consultation. We maintain rigorous financial management practices directed at securing the long-term financial sustainability of the University, and conduct regular audits to ensure fiscal responsibility and transparency.

5. STAKEHOLDER ENGAGEMENT

We actively engage with our diverse stakeholders, including the local community, industry partners and alumni, to build strong relationships and foster collaborative opportunities. Feedback from these stakeholders is integral to our continuous cycles of monitoring, evaluation and improvement and strategic planning.

6. COMPLIANCE AND ETHICAL STANDARDS

We adhere to the requirements of the complex applicable regulatory framework. Commitment to compliance and to ethical conduct is reflected in our code of conduct and ongoing training programs for staff and students.

7. CONCLUSION

The governance framework at the University of Pretoria supports our mission and values, promotes academic excellence and serves the best interests of the University and the broader community. By living the principles of accountability and transparency and upholding the highest standards of ethics and governance, we strive to enhance our impact and uphold the trust placed in us by the public.

8. DOCUMENT METADATA

Document number:	<i>R 86/24</i>
Document version:	<i>R 86/24 is the 1st approved version</i>
Document approval authority:	<i>Council</i>
Document approval date:	<i>26 November 2024</i>
Document owner:	<i>Registrar</i>
Document author(s):	<i>Registrar</i>
Next review date:	<i>2029</i>
Visibility:	
Display on staff intranet	✓
Display on student intranet	✓
Display on public web	✓

ⁱ This Framework was drafted by the Registrar, supported by AI (ChatGPT4).