

**THE INFLUENCE AND IMPACT OF  
THE INTRODUCTION OF A QUALITY  
AGENDA, INCLUSIVE OF AN  
EXTERNAL AUDIT, ON THE  
DEVELOPMENT OF AN  
INSTITUTIONAL ETHOS/CULTURE**

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**CONTEXT**

**QUALITY AGENDA AT DURBAN UNIVERSITY OF  
TECHNOLOGY CONTEXTUALIZED AGAINST OUR:**

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- **Merger in 2002, which was the first of the series of mergers in the tertiary sector.**
- **Change from a Technikon to a Technikon called an Institute of Technology in 2002, to a University of Technology in 2006.**

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**KEY AGREEMENTS AND DEVELOPMENTS – RUN  
UP TO THE MERGER ON 01 APRIL 2002**

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- **Common academic rules were passed by both Senates;**
- **Beginning of January 2002: all first year students were registered in accordance with these common academic rules at the separate (soon to be merged) Institutions.**
- **Faculties and academic departments within faculties were agreed upon.**

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•**The Human Resources Task Team reached agreement on a number of areas related to working conditions.**

•**The corporate logo for the new Institution was created with input from students of the Graphic Design Departments of both Institutions.**

•**The Financial/IT Task Team worked on key issues to set systems in place.**

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## **THE MERGER PROCLAMATION MADE PROVISION FOR AN INTERIM COUNCIL AND CERTAIN TRANSITIONAL ARRANGEMENTS**

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- **By 20 September 2002, Interim Council constituted the Council which first met on 25 October 2002.**
- **An interim Institutional Forum comprising IF members from both previous Technikons functioned from merger until 12 March 2003 when DIT IF was formed.**
- **SRC elected March 2003.**
- **An interim Senate comprising Senate members from both previous Techikons operated from merger until DIT Senate was formed in terms of DIT Statute. DIT Statute was promulgated 25 November 2005.**

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- **Chancellor appointed 11 April 2003.**
- **Executive Management structure approved 23 May 2003.**
- **An academic structure of four Faculties each headed by an Executive Dean established 30 August 2002.**
- **Academic Departments were managed jointly by the HODs of the previous two Technikons until Acting HODs appointed from May 2003.**
- **First cohort of DIT diplomates/graduates awarded DIT qualifications June 2003.**

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**Throughout the merger process quality was acknowledged albeit in an informal sense.**

**The formalising of a quality agenda was more challenging due in part to:**

- 1) A lack of Executive Management commitment**
- 2) Management was preoccupied with merger issues**
- 3) Greater concern for policies, processes, procedures and practice.**
- 4) Reliance on SERTEC agenda.**
- 5) Problems at a governance level.**

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- **Head of quality unit tried to establish a quality agenda .**
- **The Institution remained focused on the merger.**

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## **THE TURNING POINT**

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**External Audit when focus shifted from merger to audit preparation.**

- **CQPA drove the process.**
- **Attention focused on policy development.**
- **Workshops held to sensitize staff.**

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## **OBSERVATIONS**

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- **Quality issues acknowledged more quickly by academic sector.**
- **Problems with quality bureaucracy including getting right the quality and quantity of paper work for audits/reviews.**

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## **CONCLUSION**

**An entrenched quality culture will be reached at DUT when**

- **The information needed for a quality audit is readily available because it exists already in terms of internal administrative processes and one does not therefore have to resort to inordinate measures to extrapolate information in the appropriate format when preparing for any quality audit. For example, the performance management agreements of staff should be recognized source documents.**
- **The University's performance indicators can be easily measured by all Stakeholders, e.g. when DUT is recognized as a preferred choice for study, to be employed at, to do research exchanges with, to employ graduates from, to donate funds/resources to, etc.**

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