



3rd USAF
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Transformation Strategy Sub-group

The Future of Transformation in South African Higher Education: Looking back, Going Forward



Transformation:

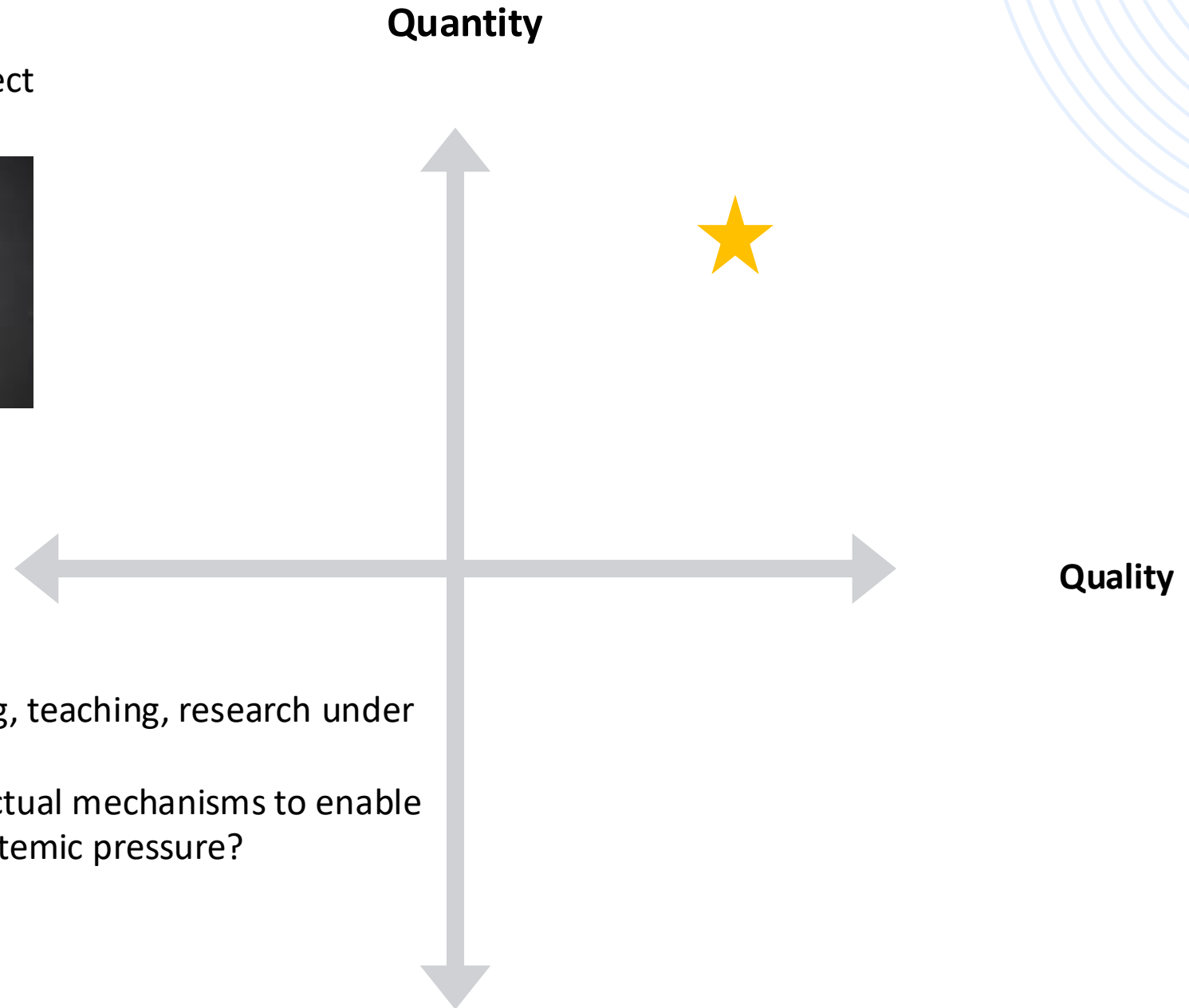
- **Successful Racial and Demographic** Transformation
- Transformation advances, but **system sustainability under strain**
- **Successful Differentiation** but **Advancing forms of Inequality** between Institutional Types
- What we do not want:
 - Transformation becoming synonymous with INSTABILITY
 - Transformation becoming synonymous with weak Sustainability
- Transforming the concept of 'TRANSFORMATION' – 30 years in...

Transformation as a sustainability project



Questions to consider:

1. How do we achieve optimal learning, teaching, research under resource constraints?
2. What are the pedagogic and intellectual mechanisms to enable optimal education quality under systemic pressure?



CAN DIFFERENTIATION BE RE-VISITED?

- **Reverse the unintended tendency towards homogenisation** Change the incentives that compel institutions to produce the same outcomes (even though differentiation says institutions are different – in truth, the race for rankings, postgraduate output, research subsidy is producing homogenisation not differentiation)
- **Think more carefully about the student population turnover:**
 - Large numbers of students staying longer at university – can PQMs be radically changed to shift this trend?
- **Programme articulation** – We need a **Lego Block – style articulation** across certain qualification domains in the system. Articulating is getting harder not easier over time. This needs a grand design
- **Leadership increasingly needs both proven academic and administrative competence** - Growing administrative-only track struggling to diagnose core academic business problems. Traditional academic only track will struggle with sustainability challenges. The two competencies have to converge well.