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Annex 1: Framework for Transformation

RAAMWERK VIR TRANSFORMASIE AAN DIE PU vir CHO

FRAMEWORK FOR TRANSFORMATION AT THE PU for CHE

AANHEF / PREAMBLE

Ons is bewus van die noodsaaklikheid van transformasie by die Potchefstroomse Universiteit vir Christelike Hoër Onderwys (PU vir CHO) as gevolg van die nuwe bedeling in Suid-Afrika asook van die fundamentele veranderinge in die internasionale tersiêre omgewing. /

We are aware of the necessity for the transformation at the Potchefstroom University for Christian Higher Education (PU for CHE) because of the new dispensation in South Africa as well as the fundamental changes in the international tertiary environment.

Ons erken dat die primêre verantwoordelikheid vir transformasie by die Raad en Bestuurskomitee van die Universiteit berus en dat die Breë Transformasieforum (BTF), wat verteenwoordigend is van alle rolspelers binne die Universiteit, die verantwoordelikheid het om 'n gesaghebbende en onafhanklike bydrae tot die proses te lewer. /

We acknowledge that the Council and the Management Committee primarily are responsible for this transformation and that the Broad Transformation Forum (BTF), representing all the role-players within the University, has the responsibility to make authoritative and independent contributions to the process of transformation.

Ons het kennis geneem van die belangrike en verantwoordelike rol wat deur die Konsepwitskrif op Hoër Onderwys aan die BTF as 'n interim adviesliggaam verleen en ook van die dringendheid waarmee die implementering van transformasiestrategieë bejeën word. /

We have taken cognisance of the important role and responsibility that the Draft White Paper on Higher Education bestows on the Broad Transformation Forum

as interim advisory body and of the urgent light in which the implementation of transformation strategies is regarded.

EN DUS Baie bewus van ons verantwoordelikheid as lede van en deelnemers aan die transformasieproses van die Potchefstroomse Universiteit vir Christelike Hoër Onderwys verbind ons ons aan die onderstaande raamwerk, strukture en prosesse om transformasie aan ons Universiteit te bewerkstellig. /

AND THUS Being aware of our responsibility as members of and participants in the transformation process of the Potchefstroom University for Christian Higher Education, we commit ourselves to the following framework, structures and processes to effect transformation at our University.

2. AARD EN DOEL VAN DIE TRANSFORMASIEPROSES / **NATURE AND PURPOSE OF THE TRANSFORMATION PROCESS**

2.1 Transformasie / Transformation

Ons verstaan dat die Universiteit ontstaan het uit 'n Reformatories-Christelike perspektief en gevorm is deur verskeie historiese kontekste en bepaalde raamwerke, en dat dit derhalwe behoefte het aan fundamentele revaluering en hervorming met die oog op die verwesenliking van sy visie en missie in die nuwe bedeling. / *We understand that the University itself originated from a Reformational-Christian perspective and that it was shaped by various historical contexts and frameworks, and that it consequently needs re-evaluation and reformation in order to achieve its vision and carry out its mission in the new dispensation.*

Ons verstaan die begrip transformasie aan ons Universiteit as 'n proses waardeur ons alle aspekte van die Universiteit revalueer en waar nodig ook herstruktureer om sodoende die funksionaliteit as 'n instelling van hoër opvoeding en navorsing in 'n veranderende nasionale en internasionale omgewing te maksimaliseer, terwyl die fundamentele aard van 'n universiteit behoue bly. Soos prof. Bengu dit stel: "..... to preserve what is valuable and to address what is defective." / *We understand the transformation of the University as a process whereby, whilst maintaining the fundamental nature of a university,*

all aspects of the University are re-evaluated and where necessary restructured in order to maximise its functionality as an institution of higher learning and research within a changing national and international environment. As Prof. Bengu put it: ".....to preserve what is valuable and to address what is defective."

2.2 Doel / Purpose

Die primêre fokus van die transformasieproses is die volgende: / *The primary focus of the transformation process is the following:*

2.2.1 Die visie en missie van die Universiteit en sy rol in die samelewing, in die streek sowel as in nasionale en internasionale verband: / *The vision and mission of the University and its role in society, both within the region and in the national and international environment.*

2.2.2 Die waardesisteem en organisatoriese kultuur wat nodig is om die Universiteit in die verwesenliking van sy visie en missie te lei. / *The value system and organisational culture that need to lead the University in the fulfilment of its vision and mission.*

2.2.3 Die strukture wat besluite moontlik sal maak in ooreenstemming met die ooreengekome waardesisteem en organisatoriese kultuur en wat die bereiking van die visie en missie sal verseker. / *The structures that will enable decision making in accordance with the value system and organisational culture agreed upon and that will ensure the achievement of its vision and mission.*

2.2.4 Die programme en projekte wat uitgevoer moet word om die Universiteit in staat te stel om sy visie en missie te verwesenlik. / *The programmes and projects that have to be implemented to enable the University to fulfil its vision and mission.*

Hierdie aspekte sal organisatories binne die drie erkende transformasievelde aangespreek word, naamlik Bestuur, Toeganklikheid en Relevansie, asook enige ander kwessie wat moontlik relevant vir die transformasieproses kan word. / *Organisationally these areas will be addressed through the three recognised*

transformation issues, namely Governance, Accessibility and Relevance, as well as any other issue which may become relevant to the transformation process.

Enige kwessie wat nie direk met dié transformasie-agenda verband hou nie (bv. arbeidskwessies, ens.) moet na die relevante strukture binne die Universiteit verwys word (bv. Werksplekforum, ens.) / *Any issues not directly related to this transformation agenda (e.g. labour issues, etc.) should be referred to the appropriate structures within the University (e.g. Workplace Forum, etc.).*

2.3 **Aard van die Proseses / Nature of the Process**

2.3.1 Ons verstaan transformasie as 'n **proses** waardeur die betrokke rolspelers 'n gemeenskaplike verstandhouding ontwikkel oor die aard van die Universiteit op grond waarvan voorstelle vir verbeterings in die bestuurstrukture en -prosesse, programme, beleid en projekte van die PU vir CHO ontwikkel word. / *We understand transformation as a **process** whereby the relevant role-players develop a common understanding of the nature of the University, on the basis of which proposals for the improvement of its governance structures and processes and of its programmes, policies and projects are developed.*

2.3.2 Die BTF se insette in transformasie behels die volgende: / *The BTF 's inputs to transformation include the following:*

- * Evaluering van huidige strukture, beleid, programme en prioriteite; / *Evaluating current structures, policies, programmes and priorities.*
- * Lewering van 'n bydrae tot die besluitnemingsprosesse van die Universiteit ten opsigte van die doelwitte van die transformasieproses; / *Contributing to the decision-making processes of the University in terms of the objectives of the transformation process.*
- * Identifisering van terreine waarop transformasie nodig is en die lewering van advies daaroor. / *Identifying areas where transformation is required and rendering advice in that regard.*

* Funksionering as 'n deurvoerpunt ("clearing house") en inligtingsentrum vir die transformasieproses; / *Functioning as a clearing house and information centre for the transformation process.*

* Identifisering van transformasieverwante probleme en krisisse en kanalisering daarvan na die toepaslike bestuurstruktuur. / *Identification of transformation-related problems and crises and channelling them to the appropriate management structure.*

3. TRANSFORMASIEBEGINSELS / TRANSFORMATION PRINCIPLES

Ons aanvaar dat die proses binne die bestaande juridiese raamwerk plaasvind soos dit van tyd tot tyd kan verander, naamlik: / *We acknowledge that the process takes place within the existing legal framework as it may change from time to time, namely:*

* Die Grondwet / *The Constitution*

* Die Witskrif oor Hoër Onderwys en die daaropvolgende Wet op Hoër Onderwys / *The White Paper on Higher Education and the subsequent Higher Education Act.*

* Die Privaatwet van die Universiteit. / *The Private Act of the University.*

3.1 Beginsele / Principles

Die volgende beginsels sal die grondslag vorm van ons deelname aan die proses: / *The following principles will form the basis of our participation in the process:*

* Inklusiwiteit en toeganklikheid / *Inclusivity and accessibility*

* Proaktiewe kommunikasie / *Proactive communication*

* Legitimiteit / *Legitimacy*

* Deursigtigheid / *Transparency*

* Toerekenbaarheid / *Accountability*

- * Konsensusbesluitneming / *Consensus decision-making*
- * Hoë morele en intellektuele kwaliteit / *High moral and intellectual quality*
- * Verdraagsaamheid / *Tolerance*

4. **TRANSFORMASIESTRUKTURE / TRANSFORMATION STRUCTURES**

Die transformasieproses funksioneer met vier strukture en twee ondersteuningsfunksies: / *The transformation process has four structures and two support functions:*

- * Die Breë Transformasieforum (BTF) / *The Broad Transformation Forum (BTF)*
- * Die Transformasiewerkgroepe (TWG's). / *The Transformation Working Groups (TWG's).*
- * Die Breë Studentetransformasieforum (BSTF). / *The Broad Student Transformation Forum (BSTF).*
- * Transformasiespitsberade (TSB). / *Transformation Summits (TS).*
- * Die Transformasiekantoor. / *The Transformation Office.*
- * Die fasiliteerder. / *The facilitator.*

4.1 **Die Breë Transformasieforum (BTF) / The Broad Transformation Forum**

4.1.1 **Oorsprong / Origin**

Die BTF is voorafgegaan deur 'n Loodskomitee en 'n Transformasiekomitee wat tot stand gebring is deur die "PUK 2000 Forum", 'n breë vergadering waarheen alle rolspelers uitgenooi is. Tydens die Transformasiespitsberaad, wat op 21 September 1996 gehou is, is die BTF in sy huidige vorm tot stand gebring. / *The BTF was preceded by a Steering Committee and a Transformation Committee that were established by the "PUK 2000 Forum", a broad meeting to which all role-players were invited. The BTF in its present form was established at the Transformation Summit of 21 September 1996.*

4.1.2 Samestelling / Composition

Die huidige samestelling van die BTF is die produk van onderhandelinge tussen die rolspelers en dit bestaan uit 18 lede, soos volg: / *The current composition of the BTF is the result of negotiations between the role-players and it consists of 18 members, as follows:*

ROLSPELERS ROLE-PLAYERS	AANTAL LEDE NO OF MEMBERS	BENOEMINGSWYSE SELECTION METHOD
Akademiese personeel / <i>Academic Staff</i>	5	Verkies deur die Senaat / <i>Elected by the Senate</i>
Alumni / <i>Alumni</i>	2	1 deur Konvokasie en / <i>1 by Convocation and 1 deur Bond van Oud-Pukke / 1 by "Bond van Oud-Pukke"</i>
Bestuur / <i>Management</i>	1	Deur die Bestuurskomitee / <i>By the Management Committee</i>
Ondersteuningspersoneel / <i>Support Staff</i>	3	1 elk deur PUPV, NEHAWU, MESHAWU / <i>1 each by PUSA, NEHAWU, MESHAWU</i>
Plaaslike gemeenskap / <i>Local Community</i>	2	Deur Stadsraad Potchefstroom / <i>by The City Council of Potchefstroom</i>
Studente / <i>Students</i>	5	Deur die Studentedekaan/ <i>By the Dean of Students</i>
Totaal / <i>Total</i>	18	

4.1.3 Voorsitters van TWG's en BSTF / Chairs of TWG's and BSTF

Voorsitters van TWG's en die BSTF of hulle sekundi woon die vergaderings van die BTF ex officio by en mag aan die besprekings deelneem, maar het nie onderhandelingsbevoegdheid nie. / *Chairpersons of the TWG's and the BSTF or their alternates attend meetings of the BTF ex officio and may participate in the discussions without having negotiating authority??.*

4.1.4 Waarnemers / Observers

Ander persone wat 'n vergadering van die BTF wil bywoon, kan dit met goedkeuring van die Voorsitter as waarnemers bywoon en die Voorsitter kan spreekbeurte aan hulle toestaan soos vooraf tussen die waarnemer en die Voorsitter bepaal. / *Other persons wishing to attend a meeting of the BTF may do so as observers with the permission of the Chairperson, who may allow them the opportunity to address the BTF, as arranged beforehand between the observer and the Chairman.*

4.1.5 Dagbestuur / Executive Committee

Die BTF kies 'n voorsitter en 'n ondervoorsitter uit eie geledere, wat saam met 'n addisionele verkose lid en die fasiliteerder die Dagbestuur van die BTF uitmaak. / *The BTF will elect a chairperson and vice-chairperson from its own ranks who, together with an additional elected member and the facilitator, shall constitute the Executive Committee of the BTF.*

4.1.6 Magte van die BTF / Powers of the BTF

1. Die BTF kan besluite in die vorm van resolusies neem, wat as transformasie-advies aan die Raad deurgegee word / *The BTF may make decisions in the form of resolutions, which will be forwarded to the Council as transformation advice.*
2. Die BTF kan substrukture aanstel om voorstelle vir transformasie vir finale oorweging deur die BTF voor te berei. / *The BTF may appoint substructures to prepare proposals regarding transformation for final consideration by the BTF.*

3. Die BTF kan van tyd tot tyd Transformasiespitsberade (TSB) reël om aan die breër PUK-gemeenskap terugvoering te gee oor die vordering van die transformasieproses en om riglyne oor die hantering van bepaalde aangeleenthede te ontvang. / *The BTF may, from time to time, convene Transformation Summits (TS's) to report back to the broader PUK community on the progress of the transformation process and to receive guidelines for addressing certain issues.*

4. Die BTF mag 'n Ombudsman aanwys om die beginsels en prosedures van die proses te vertolk en advies daaroor aan rolspelers te gee. / *The BTF may appoint an Ombudsman to interpret the principles and procedures of the process and to provide role-players with advice regarding the latter.*

5. Die BTF kan van tyd tot tyd verklarings uitreik aangaande transformasieaangeleenthede ten einde te verseker dat alle rolspelers ingelig is oor alle aspekte

van die proses. / *The BTF may, from time to time, issue statements regarding transformation issues in order to ensure that all role-players are informed on all aspects of the process.*

4.1.7 Verhouding met die Raad / Relationship with Council

Die Raad word deur die BTF erken as die statutêre liggaam wat bindende besluite oor die Universiteit kan neem en bied sy transformasie-advies (resolusies) aan die Raad aan in die verwagting dat die Raad die advies nie behoort te verwerp alvorens daar oorlegpleging met die BTF plaasgevind het nie. / *The BTF acknowledges the Council as the statutory body that can take binding decisions on the University and offers its transformation advice (resolutions) to the Council with the expectation that such advice should not be rejected before consultation with the BTF has taken place.*

4.2 Die Transformasiewerkgroepe (TWG's) / The Transformation Working Groups (TWG's)

4.2.1 Funksie van die TWG's / Function of the TWG's

TWG's is tegniese komitees wat navorsing oor bepaalde vraagstukke doen, onderhandelinge voer en aanbevelings aan die BTF maak. / *TWG's are technical committees that research specific issues, conduct negotiations and make recommendations to the BTF.*

4.2.2 Huidige Werkgroepe / Current Working Groups

TWG's word deur die BTF in die lewe geroep en kan ook ontbind word indien hulle opdragte afgehandel is. Daar bestaan tans drie TWG's: / *TWG's are constituted by the BTF and may be disbanded as soon as their task has been completed. There are currently three TWG's:*

- * Transformasiewerkgroep oor Bestuur. / *Governance Transformation Working Group.*
- * Transformasiewerkgroep oor Toeganklikheid. / *Accessibility Transformation Working Group.*
- * Transformasiewerkgroep oor Relevansie. / *Relevance Transformation Working Group.*

4.2.3 Werkswyse van TWG's / Operations of TWG's

1. TWG's funksioneer volgens dieselfde reëls as wat vir die BTF geld. / *TWG's will operate according to the same rules that apply to the BTF.*

2. Aanbevelings en voorstelle van TWG's moet in die vorm van besluite geformuleer word om die verdere hantering daarvan te vergemaklik. / *Recommendations and suggestions from the TWG's should be formulated in the form of decisions to facilitate further action by the BTF.*

3. Stappe wat gevolg behoort te word in die hantering van transformasiekwessies / *Steps to be followed in addressing transformation issues:*

- Identifisering van die kwessie. / *Identifying the issue.*
- Vasstelling van die tans geldende beleid/ reëling/regulasies ten opsigte van die bepaalde kwessie. / *Establishment of the current policy/arrangement/regulations with regard to the particular issue.*

- Identifisering van die probleme/leemtes wat bepaalde rolspelers met daardie beleid/ regulasies/reëling het. / *Identification of the problems/deficiencies that certain role-players experience with regard to that policy/regulations/arrangement.*
- Generering van alternatiewe oplossings. / *Generating alternative solutions.*
- Onderhandeling van die beste alternatief. / *Negotiating the best alternative.*

4.2.4 Samestelling / Composition

4.2.4.1 Akkreditering / Accreditation

Deelname aan die werksaamhede van die TWG's is by wyse van **akkreditering**. Die BTF ken akkreditering toe aan organisasies met 'n direkte of gevestigde belang by die Universiteit wat skriftelik aansoek doen op grond van die volgende kriteria : / *Participation in the activities of the TWG's is by way of **accreditation** by the BTF. The BTF will accredit organisations that have a direct or vested interest in the University and apply in writing on the basis of the following criteria:*

1. 'n Historiese band met die Universiteit het; of / *Has an historical connection with the University; or*
2. deur die Privaatwet van die Universiteit as 'n rolspeler erken word deur voorsiening vir die bestaan daarvan te maak; of / *is recognised as a role-player by the Private Act of the University by providing for its existence; or*
3. 'n wesenlike finansiële bydrae tot die inkomste van die Universiteit lewer; of / *makes a substantial financial contribution to the income of the University; or*
4. bestaan uit personeel en/of studente van die Universiteit wat wesenlike steun en bona fide-transformasiedoelwitte het; of / *consist of personnel and/or students of the University who enjoy substantial support and which have bona fide transformation goals; or*
5. 'n wesenlike of opvoedkundige belang in die Universiteit kan demonstreer in die sin dat die betrokke organisasie positief of negatief geraak sou word indien die Universiteit drastiese veranderinge sou ondergaan; en / *can demonstrate a*

material or educational interest in the sense that the organisation would be either positively or negatively affected if the University were to undergo significant changes; and

6. Politieke partye is eksplisiet uitgesluit van deelname aan die transformasiewerkgroepe. Studenteorganisasies met 'n politieke belang moet getoets word aan punt 4 hierbo. / *Political parties are explicitly excluded from participating in the transformation working groups. Student organisations with a political orientation will be tested against point 4 above.*

4.2.4.2 Getal verteenwoordigers / Number of representatives

'n Organisasie wat akkreditering ontvang het, mag hoogstens drie lede (hoogstens 6 in die geval van die Sentrale Studenteraad) per TWG as verteenwoordigers benoem. / *An accredited organisation may appoint not more than three representatives (not more than six in the case of the Central Students' Council) per TWG.*

4.2.4.3 Konstituering / Constituting

Nadat die geakkrediteerde organisasies hul verteenwoordigers in 'n TWG benoem het, moet die voorsitter van die BTF 'n konstitueringsvergadering vir daardie werkgroep belê. Alle geakkrediteerde organisasies moet aan die begin van elke jaar (voor 1 Februarie) bygewerkte lysste van hulle verteenwoordigers in die TWG's aan die Transformasiekantoor voorsien. / *Following the appointment of their representatives in a TWG, the chairperson of the BTF shall convene a constituting meeting for that working group. All accredited organisations have to submit to the Transformation Office updated lists of their representatives in the TWG's at the beginning of each year (before 1 February).*

4.2.4.4 Die BTF en die TWG's / The BTF and the TWG's

Die BTF mag nie voorstelle van 'n TWG wysig of verwerp sonder dat daar raadpleging met die betrokke TWG plaasgevind het nie. Die enigste uitsondering op hierdie reël is die geval wees waar 'n TWG nie konsensus oor 'n bepaalde saak kan bereik nie en 'n "Geen Konsensus"-besluit aan die BTF deurstuur. Die BTF moet dan onderling self 'n besluit neem. / *The BTF shall not amend or reject recommendations of a TWG without prior consultation with the TWG concerned. The only exception to this rule will be in the event of the working group not being able to reach a consensus decision and submitting a "No Consensus" resolution to the BTF. The BTF shall then make its own decision.*

4.3 Die Breë Studentetransformasieforum (BSTF) / The Broad Student Transformation Forum (BSTF)

Die BSTF is 'n studenteonderhandelingsforum wat deur die Sentrale Studenteraad geïnisieer is en wat tans as 'n parallelle proses en onafhanklik van die BTF funksioneer. Die BTF streef daarna om deur gesprekvoering en onderhandeling die BSTF deel van die BTF te maak met die oog op een transformasieproses vir die Universiteit. / *The BSTF is a negotiating forum for students that was initiated by the Central Students Council and that presently functions as a parallel process independent of the BTF. The BTF strives towards incorporating the BSTF as a substructure of the BTF with the view to creating a single transformation process for the University.*

4.4 Die Transformasiespitsberaad (TSB) / The Transformation Summit (TS)

4.4.1 'n Transformasiespitsberaad kan van tyd tot tyd deur die BTF belê word om aan die breë PUK-gemeenskap verslag te doen oor vordering met die transformasieproses. / *A Transformation Summit may from time to time be*

convened by the BTF to report to the broader PUK community on the progress of the transformation process.

4.4.2 Die TSB mag knelpunte en probleme rondom transformasie onder die BTF se aandag bring, aanbevelings maak aangaande die transformasieagenda en riglyne vir die hantering van hierdie aangeleenthede voorstel. / *The TS may bring problems regarding transformation to the attention of the BTF, make recommendations regarding the transformation agenda and suggest guidelines for addressing these issues.*

4.4.3 Alle rolspelers wat in die BTF en die TWG's verteenwoordig is, mag aan die TS deelneem op 'n wyse wat deur die BTF bepaal word. / *All role-players that are represented in the BTF and the TWG's may participate in the TS in a manner determined by the BTF.*

4.4.4 Benewens geakkrediteerde rolspelers kan die BTF ook ander belangegroeppe uitnoui en/of toelaat. / *Besides accredited role-players, the BTF may also invite or allow other role-players to attend and/or participate in the TS.*

4.5 **Die Transformasiekantoor / The Transformation Office**

Die Transformasiekantoor dien as ondersteuning vir die transformasieproses en het in wese drie funksies: / *The Transformation Office supports the transformation process and essentially has three functions:*

1. Die **administratiewe funksie** van die Transformasiekantoor behels die reël van BTF- en TWG-vergaderings, asook Transformasiespitsberade. / ***The administrative function*** of the Transformation Office involves organising the meetings of the BTF and the TWG's, as well as Transformation Summits.
2. Die **skakelfunksie** van die Transformasiekantoor behels die voorsiening van inligting en dokumentasie aan en skakeling met alle rolspelers. / ***The liaison***

function of the Transformation Office consists of providing information and documentation to and liaising with all role-players.

3. Die **inligtingsfunksie** van die Transformasiekantoor behels die hou van notules, verspreiding van vergaderingsmateriaal en kanalisering van navrae na die regte persone. / *The **information function** consists of taking and keeping the minutes of meetings, the distribution of material required for meetings and referring queries to the correct quarters.*

Die Transformasiekantoor is direk aan die Voorsitter en die Dagbestuur van die BTF verantwoordelik. / *The Transformation Office is directly responsible to the Chairperson and the Executive Committee of the BTF.*

4.6 **Die Fasiliteerder /The Facilitator**

4.6.1 Tydens onderhandelinge in Mei-Junie 1996, toe die onderhandelingsproses 'n dooiepunt bereik het, is ooreengekom om mnr. Rob MacGregor voortaan as fasiliteerder te gebruik. / *During negotiations in May-June 1996, when the negotiation process reached a deadlock, it was agreed in future to use Mr Rob MacGregor as facilitator.*

4.6.2 Die fasiliteerder is 'n onafhanklike persoon met geen persoonlike belang in die uitkoms van die proses nie. Sy rol in die proses vereis dat hy deurgaans 'n neutrale houding inneem en daarop ingestel is om die proses volgens die ooreengekome reëls vorentoe te laat beweeg. / *The facilitator is an independent individual with no personal interest in the outcome of the process. His role in the process requires that he assume a neutral position and always strive to have the process move forward in accordance with the agreed rules.*

4.6.3 Sy funksies en pligte is die volgende / *His functions and duties will be as follows:*

* The fasiliteerder moet teenwoordig wees by alle vergaderings van die Breë Transformasieforum waar hy besprekings sal fasiliteer soos deur die Voorsitter aangedui. / *The facilitator shall be present at all meetings of the Broad*

Transformation Forum where he will facilitate discussions as directed by the Chairperson.

* Die fasiliteerder is 'n ex officio-lid van die dagbestuur van die Breë Transformasieforum / *The facilitator is an ex officio member of the executive committee of the Broad Transformation Forum.*

* Voorsitters van die werkgroepe kan deur die Voorsitter van die Breë Transformasieforum versoek om van die dienste van die fasiliteerder gebruik te maak, soos van tyd tot tyd verlang. / *Chairpersons of the working groups may request the services of the facilitator as required from time to time through the Chairperson of the Broad Transformation Forum.*

* Die fasiliteerder kan opdrag gegee word om navorsing oor sekere aspekte van die proses te doen en deelnemers oor sekere aspekte rakende die transformasie van tersiêre inrigtings ingelig te hou. / *The facilitator may be directed to research certain aspects of the process and to keep participants informed on aspects related to the transformation of tertiary institutions.*

* Die fasiliteerder kan versoek word om bi-/multilaterale samesprekings te voer oor aangeleenthede wat die proses bedreig of wat bykomende voorbereiding vereis of wat 'n dooiepunt kan veroorsaak. / *The facilitator may be asked to conduct bi/multilateral discussions on issues which threaten progress or which require additional preparation or which may cause a deadlock.*

* Daar kan van die fasiliteerder vereis word om van tyd tot tyd as bemiddelaar op te tree, soos deur die transformasieproses bepaal. / *The facilitator may be required to act as a mediator from time to time, as determined by the transformation process.*

* Die fasiliteerder moet verseker dat partye ingelig word omtrent hul nakoming van die beginsels en gees van die Raamwerkdokument en moet die implementeringsbeplanning van besluite wat in die ontwerp van die proses bereik is, fasiliteer. / *The facilitator shall ensure that parties are advised on their adherence to the principles and spirit of the Framework Document and shall facilitate the implementation planning of decisions reached in designing the process.*

* Die fasilliteerder dra kundigheid by tot die bestuur van die proses eerder as om betrokke te raak by die inhoud van kwessies waaroor daar vir die transformasie van die Universiteit onderhandel word. / *The facilitator will contribute expertise in managing the process rather than becoming involved in the content of issues being negotiated by the parties for the transformation of the University.*

* Die fasilliteerder maak van die Raamwerkdokument gebruik as 'n riglyn om toepaslike gedrag van deelnemers te bepaal en is aan dieselfde gedragskode onderhewig. / *The facilitator will use the Framework Document as a guide to determine appropriate behaviour of participants and is subject to the same code of conduct.*

* Die fasilliteerder moet verseker dat alle partye betrokke by die besprekings of onderhandelings die inhoud van besprekings of onderhandelings verstaan deur vertalings te verskaf in 'n gemeenskaplike taal wat vir alle deelnemers aanvaarbaar is. / *The facilitator shall ensure that all parties to discussions or negotiations understand the content of the discussions by providing translations into a common language acceptable to all participants.*

* Die fasilliteerder is verantwoordelik aan die Voorsitter van die Breë Transformasieforum vir aspekte met betrekking tot die vervulling van die pligte soos deur die rolspelers in die transformasieproses vereis. / *The facilitator will be responsible to the Chairperson of the Broad Transformation Forum for aspects related to the execution of duties as required by the role-players in the transformation process.*

* Alle aangeleenthede met betrekking tot die fasilliteerder in die proses kan deur die Transformasiekantoor na die Voorsitter verwys word / *All matters relating to the use of the facilitator in the process may be referred through the Transformation Office to the Chairperson.*

4.6.4 Vergoeding vir die dienste van die fasilliteerder is onderhewig aan normale begrotingsprosedures en sal na onderhandeling aan die begin van elke jaar deur die Dagbestuur van die BTF vasgestel word. / *Remuneration for the services of the facilitator is subject to the normal budgeting procedures and shall be*

determined after negotiation at the beginning of the year by the Executive Committee of the BTF.

5. BESLUITNEMINGSPROSEDURE / DECISION-MAKING PROCESS

5.1 Konsensusbesluitneming / Consensus decision-making

Die BTF sowel as TWG neem besluite by wyse van **konsensus**. Konsensusbesluitneming beteken dat al die betrokke rolspelers 'n bepaalde formulering van 'n besluit aanvaar. / *Decisions of the BTF as well as of the TWG's are to be taken by way of **consensus**. Consensus decision-making means that all the relevant role-players agree with regard to a specific formulation of a resolution.*

5.2 Besluitneming binne die BTF en die TWG's vind net plaas nadat alle standpunte ten opsigte van 'n saak aangehoor is en alle rolspelers 'n billike kans op standpuntstelling gehad het. Die Voorsitter moet toesien dat alle rolspelers 'n gelyke kans het om die saak ter tafel aan te spreek. / *Decision-making in the BTF and the TWG's will only take place after all the points of view regarding a matter have been heard and all the role-players have had a fair opportunity to state their points of view. The Chairperson must ensure that all role-players have had an equal opportunity to address the issue under discussion.*

5.3 Rolspelers behoort bereid te wees om kompromieë aan te gaan en dit as 'n wesenlike deel van die proses te aanvaar. Konsensus is dus net moontlik as al die rolspelers bereid is om hul eie standpunte aan herbesinning te onderwerp en saam met ander rolspelers gemeenskaplike standpunte te ontwikkel. / *Role-players should be prepared to make compromises and to accept compromise as an essential part of the process. Consensus will thus only be possible if role-players are prepared to subject their points of view to reconsideration and together with other role-players to develop common points of view.*

5.4 Indien konsensus nie bereik word nie, moet die geskilbeslegtingsmeganismes soos beskryf in paragraaf 6 gevolg word. Dié prosedure moet gevolg word behalwe as die vergadering uitdruklik anders besluit. Die vergadering kan byvoorbeeld besluit om bepaalde stappe te wysig

of uit te skakel. Voorsiening kan ook deur die vergadering gemaak word vir die insluiting van 'n minderheidsverslag. / *If consensus cannot be reached, the deadlock-breaking mechanisms as described in paragraph 6 shall be followed. This procedure shall be followed except if the meeting explicitly decides otherwise. The meeting may for instance decide either to change or to eliminate specific steps in the procedure. Provision may also be made by the meeting for the inclusion of a minority report.*

6. GESKILBESLEGTINGSMEGANISMES / DEADLOCK-BREAKING MECHANISMS

6.1 As eerste stap kan die vergadering vir 'n tyd verdaag word om gemoedere te kalmeer en ganggesprekke tussen rolspelers te stimuleer. / *As a first step the meeting can be adjourned for a period of time to allow tempers to subside and to stimulate informal discussions among role-players outside the meeting.*

6.2 Indien 'n tydelike verdaging nie die gewenste uitwerking gehad het om verdere konstruktiewe bespreking aan te moedig nie of indien die aard van die verskille 'n hoë intensiteit het, kan 'n formele koususgeleentheid tussen rolspelers gereël word. / *If a temporary adjournment did not have the desired effect to encourage further constructive discussion or if the nature of the conflict has a high level of intensity, a formal caucus between role-players may be arranged.*

6.3 Indien nóg 'n pouse nóg 'n koususgeleentheid die proses kon laat vorder, kan 'n afvaardiging bestaande uit die teenpartye en die fasiliteerder of 'n voorsitter waarop ooreengekom is, die vergadering verlaat en probeer om 'n konsensusbesluit oor 'n aangeleentheid vir die vergadering se finale goedkeuring te formuleer. Tydens die periode wat die afvaardiging met raadpleging besig is, mag die vergadering met algemene instemming met ander minder kontensieuse sake voortgaan. Besluite wat in die afwesigheid van die strydende partye geneem is, moet by hulle terugkeer na die vergadering deur die volle vergadering bekragtig word. / *If neither the temporary adjournment nor the caucus succeeded in getting the process going, a delegation of the parties in conflict and the*

facilitator or agreed-upon chairperson may leave the meeting in an attempt to formulate a consensus decision or reach agreement on an issue which is then presented to the meeting for approval. Whilst the delegation are in consultation, the meeting may, with the general consent of all parties, continue their deliberations about less contentious issues. Decisions made in the absence of parties in conflict shall upon their return to the meeting be ratified by the full meeting.

6.4 Indien die afvaardiging nie in staat is om die kwessie op te los nie, moet die vergadering vir tot sewe dae verdaag. Alle belanghebbende partye moet geïdentifiseer word vir insluiting by die samesprekings wat daarop volg. Die fasiliteerder moet dan met die betrokke partye in bilaterale of multilaterale gesprekke tree met die uitsluitlike doel om konsensus te bereik. / *If the delegation is unable to resolve the issue, the meeting shall be adjourned for a period of up to seven days. All interested parties shall be identified for inclusion in the talks to follow. The facilitator shall then enter into bilateral or multilateral talks with the relevant role-players with the express purpose of reaching consensus.*

6.5 As dit vir die fasiliteerder onmoontlik is om op dié wyse konsensus te bereik, moet **bemiddeling** toegepas word. Transformasiewerkgroepe kan gebruik maak van 'n bemiddelaar van binne die Universiteit, terwyl die BTF gebruik kan maak van 'n bemiddelaar buite die Universiteit. / *If it proves impossible for the facilitator to reach consensus in this way, **mediation** must be applied. Transformation Working Groups may make use of a mediator within the University whilst the BTF may make use of a mediator outside the University.*

7. REËLS VIR VERGADERING / RULES FOR MEETINGS

7.1 Datums van vergaderings behoort vooruit gedurende vergaderings vasgestel te word. Vir ongeskeduleerde vergaderings moet ten minste vyf dae kennis gegee word. / *Dates of meetings should be established beforehand during meetings. Unscheduled meetings require notice of at least five days.*

7.2 Vergaderings begin stiptelik op die bestemde tyd. / *Meetings will commence promptly at the designated time.*

7.3 Die eerste vyf minute van 'n vergadering sal vir Skriflesing en gebed gebruik word, waarna die bywoningsregister aan die orde gestel word. / *The first five minutes of a meeting will be devoted to reading from the Scriptures and prayer, after which the attendance register will be circulated.*

7.4 Aangesien rook gedurende vergaderings verbode is, word gereelde rookpouses toegelaat om rokers tegemoet te kom. / *As smoking is not allowed during meetings, regular breaks will be arranged to accommodate smokers.*

7.5 Dokumentasie moet, waar moontlik, betyds in Afrikaans en Engels beskikbaar wees - verkieslik vyf dae voor die vergadering. / *Documentation for meetings must, where possible, be available in English and Afrikaans, preferably five days before such meetings.*

7.6 Deelname aan die vergadering kan in die taal van die spreker se keuse geskied, mits daar fasiliteite beskikbaar is om dit in Afrikaans of Engels te tolk indien een van die ander ampstale gebruik word. / *Participation in meetings may take place in the language of the speaker's choice, provided that there are facilities available to interpret it into either English or Afrikaans, should one of the other official languages be used.*

7.7 Lede kan versoek dat 'n bepaalde standpuntstelling vertaal of verduidelik moet word. (Die Voorsitter/fasiliteerder moet baie sensitief oordeel wanneer taal 'n struikelblok in 'n vergadering word). / *Participants may request that a particular statement or explanation be translated or explained in more detail. (The Chairperson/facilitator must be sensitive in judging when language becomes a stumbling block to progress in a meeting).*

7.8 Geleentheid vir koukus sal op versoek toegelaat word. / *Opportunity to caucus will be granted on request.*

7.9 Lede moet mekaar se standpunte respekteer en geduldig wees as raadpleging met ander moet plaasvind. / *Participants must respect each other's points of view and exercise patience if consultation with others is required.*

17.10 Bywoning van vergaderings is baie belangrik. Rolspelers is self verantwoordelik dat sekonduslede die vergaderings bywoon indien hulle dit nie self kan bywoon nie. Indien lede afwesig is, word die volgende prosedure gevolg: / *Attendance at meetings is very important. Role-players themselves*

are responsible for ensuring that the alternate attends if the appointed representative is unable to do so. In the event of members being absent, the following procedure will be followed:

* By die eerste afwesigheid van 'n lid indien geen verskoning ontvang is nie, probeer die voorsitter na die vergadering om telefonies die redes vir afwesigheid vas te stel. / *At the first absence of a member without an apology, the chairperson will try to establish the reason for the absence telephonically.*

* By die tweede agtereenvolgende afwesigheid, vra die Voorsitter 'n formele ontmoeting met die betrokke rolspeler aan. / *After the second consecutive absence the chairperson will request a formal meeting with the relevant role-player.*

7.11 'n Kworum vir BTF-vergaderings is die helfte plus een **lede**, dit wil sê 10 volgens die huidige samestelling van die BTF. 'n Kworum vir TWG-vergaderings is die helfte plus een van die geakkrediteerde **rolspelers**. / *A quorum for BTF meetings is half plus one **members**, i.e. 10 according to the current composition of the BTF. A quorum for TWG meetings is half plus one of the accredited **role-players**.*

7.12 Indien daar nie 'n kworum gevorm kan word nie, word die vergadering outomaties 'n week later vir dieselfde tyd en op dieselfde plek geskeduleer, indien enigsins moontlik. Indien daar 'n botsing met tyd of lokale voorkom, moet die voorsitter binne 48 uur die lede deur die Transformasiekantoor oor alternatiewe reëlins inlig. Behalwe in laasgenoemde situasie, is geen kennis vir die herskedulering aan rolspelers nodig nie. / *When a quorum is not present, the meeting automatically will be adjourned for one week and rescheduled for the same time and place if at all possible. Should there be a clash regarding time or venue, the chairperson shall advise all members of the new arrangements within 48 hours through the Transformation Office. Except in the latter case, no notice to role-players of the rescheduling is required.*

7.13 Afgehandelde sake kan slegs heropen word indien die Dagbestuur van die meriete van die saak oortuig kan word. / *Issues that have been dealt with may only be revisited if the Executive Committee can be convinced of the merit of the case.*

7.14 Alle rolspelers is verantwoordelik om aan die Transformasiekantoor alle inligting te verskaf wat nodig is om goeie kommunikasie te bevorder, byvoorbeeld veranderinge in die name en adresse van hulle verteenwoordigers. / *All role-players are responsible for providing the Transformation Office with all information necessary to facilitate good communication, e.g. changes in the names and addresses of their representatives.*

8. GEDRAGSKODE VIR ROLPELERS / CODE OF CONDUCT FOR ROLE-PLAYERS

Ons, as rolspelers in die transformasieproses, erken en aanvaar die beginsels, strukture, prosedures en reëls wat in hierdie dokument beskryf is, en wat met verloop van tyd met ons instemming verander kan word, as 'n legitieme instrument vir die transformasie aan die Potchefstroomse Universiteit vir Christelike Hoër Onderwys. Ons onderneem verder om: / *We, as role-players in the transformation process, acknowledge and accept the principles, structures, procedures and rules as described in this document, and which may be amended from time to time with our consent, as a legitimate instrument for transformation at the Potchefstroom University for Christian Higher Education. We further undertake to:*

8.1 Konstruktief aan die transformasieproses deel te neem en nie aan vergaderings of aan die proses in die geheel te onttrek nie, totdat ons alle moontlikhede uitgeput het om die geskil deur die geskilbeslegtingsprosedure op te los. / *Participate constructively in the transformation process, and not to withdraw from meetings or the broader process until such time as we have exhausted all possibilities to resolve the issue through the conflict resolution mechanisms.*

8.2 Konstruktief daaraan mee te werk om die legitimiteit van die proses te handhaaf en om te verseker dat die proses nie deur die aktiwiteite van rolspelers ondermyn word nie. / *Work towards maintaining the legitimacy of the process in a constructive manner and ensuring that the process is not undermined by the activities of role-players.*

8.3 Enige rolspeler wat besluit om hom aan die proses te onttrek ten spyte van pogings om die kwessies op te los, moet skriftelik kennis van sodanige voorneme aan die BTF gee. / *Any role-player who decides to withdraw from the process in spite of attempts to resolve the issues, must give written notice of such intent to the BTF and submit reasons for such action in writing.*

8.4 Deurlopend verbind te bly tot konsensusbesluitneming, wat vereis dat kompromieë soms aangegaan moet te word. / *Consistently remain committed to consensus decision-making, which requires that compromises be made in some instances.*

8.5 Ons verantwoordelikheid as verteenwoordigers teenoor ons ondersteuningsgroepe na te kom deur / *Fulfil our responsibilities as representatives of our support groups by doing the following:*

- * Behoorlik vir vergaderings voor te berei / *Prepare properly for meetings.*
- * Gereelde terugvoering aan ons ondersteuningsgroepe te gee. / *Give regular feedback to our support groups.*
- * 'n Mandaat van ons ondersteuningsgroepe te kry oor die sake wat op die agenda is. / *Obtain a mandate for matters on the agenda.*

8.6 Ons nie skuldig te maak aan enige vorm van intimidasie nie, mekaar se reg op vryheid van spraak te eerbiedig en om ons daarvan te weerhou om beuselagtige regstappe te doen oor stellings wat deur lede van die BTF gemaak word. / *Not to intimidate anyone in any way, to respect one another's right to freedom of speech and to refrain from taking frivolous legal action against statements made by members of the BTF.*

8.7 Om ons optrede in die transformasieproses op 'n hoë morele vlak te hou en om hoëkwaliteitdebat in die vergaderings te voer. / *To maintain a high moral standard in the transformation process and to maintain a high quality debate in meetings.*

8.8 Mee te werk aan die skepping van 'n kultuur van verdraagsaamheid op die kampus en onder almal wat aan die Universiteit verbonde is. / *To contribute to the creation of a culture of tolerance on campus and with all who are connected with the University.*

Annex 2: Proposed design for the Institutional Forum

Potchefstroomse Universiteit vir Christelike Hoër Onderwys

Gesamentlike voorstelle van die Breë Transformasieforum (BTF) en die Watuni-transformasiekomitee(WTK) ten opsigte van die strukturering van 'n Institusionele Forum aan die PU vir CHO kragtens die Wet op Hoër Onderwys, 1997.

Joint proposals of the Broad Transformation Forum (BTF) and the Watuni Transformation Committee (WTC) regarding the structuring of an Institutional Forum at the PU for CHE in terms of the Higher Education Act, 1997.

Die Dagbestuur van die Raad het 'n uitnodiging aan die BTF op die Potchefstroomse kampus van die PU vir CHO en die WTK aan die Vaaldriehoekkampus van die Universiteit gerig om advies te ontwikkel met betrekking tot die instelling van 'n Institusionele Forum (IF) aan die PU vir CHO kragtens die nuwe Wet op Hoër Onderwys. Hierdie is die gesamentlike advies van beide die BTF en die WTK.¹	The executive committee of the Council has invited the BTF on the Potchefstroom campus of the PU for CHE and the WTC at the Vaal Triangle campus of the University to prepare advice regarding the establishment of an Institutional Forum (IF) in terms of the new Higher Education Act. This document represents the joint advice of the BTF and the WTC.¹
1. Naam vir die Institusionele Forum Die naam <i>die Institusionele Forum van die Potchefstroomse Universiteit vir Christelike Hoër Onderwys</i> word	1. Name for the Institutional Forum The name <i>The Institutional Forum of the Potchefstroom University for Christian Higher Education</i>, is

voorgestel vir die Forum.	proposed for the Forum.
2. Samestelling en getal lede van die Institusionele Forum	2. Composition and membership of the Institutional Forum
Die Hoër Onderwyswet bepaal die vernaamste kategorieë van belanghebbendes wat op die IF verteenwoordig moet wees soos omskryf in art. 31(2)(a-f). Verder word daar in art. 31(2)(g) vir addisionele kategorieë voorsiening. Daar word voorgestel dat die IF uit die volgende verteenwoordigers bestaan:	The Higher Education Act has determined the major categories of stakeholders that should be represented on the IF in art. 31(2)(a-f). In art. 31(2)(g), however, scope was created to add additional categories. It is proposed that the IF consist out of the following representatives:
2.1 Een lid van die Bestuurskomitee	2.1 One member from Management committee.
2.2 Twee Raadslede.	2.2 Two members of Council.
2.3 Drie lede van die Senaat, waarvan een die Vaaldriehoekkampus moet verteenwoordig.	2.3 Three representatives from Senate of which one must represent the Vaal Triangle campus.
2.4 Drie verteenwoordigers van die akademiese personeel, waarvan een die Vaaldriehoekkampus moet verteenwoordig.	2.4 Three representatives from the academic staff, one representing the Vaal Triangle campus.
2.5 Vyf verteenwoordigers van die ondersteuningspersoneel.	2.5 Five representatives from the support staff.
2.6 Ses studenteverteenwoordigers waarvan waarvan twee die Vaaldriehoekkampus verteenwoordig.	2.6 Six student representatives of which two must represent the Vaal Triangle campus.
2.7 Twee verteenwoordigers van die plaaslike gemeenskappe, een elk uit Potchefstroom en die Vaaldriehoek.	2.7 Two representatives from the local communities, one each from Potchefstroom and the Vaal Triangle.
2.8 Twee verteenwoordigers van die	2.8 Two representatives from the

alumni. 2.9 Lede van die Forum verkies 'n voorsitter en dagbestuur uit eie geledere. 2.10 Die voorsitter van die IF is <i>ex officio</i> lid van die Raad. (Die Privaatwet moet hiervoor voorsiening maak). 3. Benoeming of verkiesing van lede Daar word voorgestel dat elke rolspeler toegelaat word om 'n eie proses te ontwikkel vir die benoeming of verkiesing van lede van die IF met inagneming van: Sensitiwiteit met betrekking tot geslag en ras; Die aard van die Universiteit, insluitend die multikampus situasie. 3.1 Termyne 'n Driejaartermyn word vir alle lede van die IF voorgestel, behalwe in die geval van die studenteverteenwoordigers waar 'n eenjaartermyn voorgestel word. (Geen beperking op die aantal termyne word voorgestel nie.) Opmerking: As 'n spesiale eenmalige maatreël om kontinuïteit op die IF te bewerkstellig word voorgestel dat die volgende lede in 2000 (m.a.w. na 2 jaar)	alumni. 2.9 Members of the IF elect a chairperson and an executive committee from among its members. 2.10 The chairperson of the IF is an <i>ex officio</i> member of the Council. (The Private Act must provide for this.) 3. Appointment or election of members It is suggested that each stakeholder develop an own particular process to elect or to appoint representatives on the IF taking into account the following. Sensitivity regarding gender and race; The nature of the University, including issues such as the multi-campus situation. 3.1 Terms of office A three-year term for members of the IF is proposed, except for student representatives where the term should be one year. (No limit is proposed for the number of terms that a member may serve on the IF.) Remark: As a special provision to set in motion a process of continuity on the IF, it is proposed that the following members be re-elected in 2000 (that is
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vir 'n driejaartermyn herkies word: Een lid van die Raad, Twee lede van die Senaat, Twee lede van die akademiese personeel, en Twee lede van die ondersteuningspersoneel.	to say after two years) for a three year term: One member of the Council Two members of the Senate Two members of the academic staff, and Two members of the support staff.
3.2 Benoeming en verkiesing	3.2 Appointment or election
3.2.1 Die Bestuurskomitee benoem 'n lid van die IF uit eie geledere.	3.2.1 The management committee appoints one member from its ranks.
3.2.2 Die Raad benoem twee lede uit die geledere van die eksterne lede van die Raad.	3.2.2 The council appoints two members from the external members on Council.
3.2.3 Die Senaat wys drie lede aan uit eie geledere.	3.2.3 The senate appoints three members to the IF.
3.2.4 Alle akademiese personeel wat nie lede van die Senaat is nie neem onder leiding van die Registrateur aan 'n demokratiese verkiesing deel om twee verteenwoordigers vir die Potchefstroomkampus en een verteenwoordiger vir die Vaaldriehoekkampus te verkies.	3.2.4 All non-Senate academics elect three representatives through a democratic process managed by the Registrar. Two members must be from the Potchefstroom campus and one member from the Vaal Triangle campus.
3.2.5 Die vyf verteenwoordigers van die ondersteuningspersoneel word saamgestel deurdat elkeen van die drie vakbonde verbonde aan die PU vir CHO 'n verteenwoordiger aanwys. Die ander twee lede sal deur die ondersteuningspersoneel op	3.2.5. It is proposed that the five representatives of the support staff be divided in a group of three, one member nominated by each of the three trade unions at the PU for CHE, and a group of two, elected democratically by all the support staff so that each campus

demokratiese wyse verkies word, een lid vir elke kampus. ²	will have one representative. ⁱⁱ
3.2.6 Die Studenteraad op die Potchefstroomkampus wys vier studenteverteenwoordigers aan en die Studenteraad op die Vaaldriehoekkampus wys twee verteenwoordigers aan. Die Studente Rade moet sorg dra dat die vernaamste studentegroeperinge of belange in hulle afvaardigings verteenwoordig word. 3.2.7 Die Stadsraad van Potchefstroom en die Lekoa-Vaal Metropolitaanse Raad wys elkeen 'n lid van die IF aan. 3.2.8 Die Hoofbestuur van die Bond vir Oud-Pukke en die Konvokasie wys twee verteenwoordigers aan om die alumni te verteenwoordig. 4. Funksies van die Forum In ooreenstemming met art. 31(1)(a) van die Hoër Onderwyswet word aanbeveel dat die IF die Raad van die Universiteit met advies bedien oor die volgende aangeleenthede: 4.1 ras- en geslagsregverdigheid; 4.2 die keuring van kandidate vir senior bestuursposisies; 4.3 gedragskodes, mediasie en prosedures vir dispuutoplossing; 4.4 die bestuur van multikulturaliteit op kampusse;	3.2.6 The Student Council at Potchefstroom appoints four representatives and the Student Council at the Vaal Triangle appoints two representatives to the IF for one-year terms. The Student Councils must take care that all the major student groupings or interests are represented in their delegation. 3.2.7 The City Council of Potchefstroom and the Lekoa-Vaal Metropolitan Council appoints one representative each on the IF. 3.2.8 The Board of the Bond vir Oud-Pukke and the Convocation appoint two members to represent the alumni. 4. Functions of the Forum In terms of art. 31(1)(a) of the Higher Education Act the Institutional Forum has to advise Council on the following: 4.1 race and gender equity policies; 4.2 the selection of candidates for senior management positions; 4.3 codes of conduct, mediation and dispute resolution procedures; 4.4 the management of the multi-cultural situation on campuses;

4.5 die aanmoediging en uitbouing van 'n institusionele kultuur wat verdraagsaamheid en respek vir basiese menseregte bevorder en 'n geskikte omgewing vir onderrig, navorsing en studie skep; 4.6 die implementering van die Wet op Hoër Onderwys en die nasionale beleid op hoër onderwys; asook 4.7 ander werksaamhede verrig soos deur die Raad bepaal.	4.5 matters relating to the fostering of an institutional culture which promotes tolerance and respect for fundamental human rights and creates an appropriate environment for teaching, research and learning; and 4.6 the implementation of this Act and the national policy on higher education. 4.7 perform such functions as determined by the Council.
5. Strukture en substrukture van die Forum Daar word voorgestel dat die IF só saamgestel word dat substrukture 'n integrale onderdeel van die IF word, met inbegrip van die reg om lede wat nie deel van die IF is nie, te koöpteer op van die substrukture. Daar word verder voorgestel dat tegniese komitees aangewys word om sake van 'n spesifieke of beleidsaard te hanteer, en dat staande komitees ingestel word om kampus-spesifieke aangeleenthede te hanteer. Staande komitees mag ook so gestruktureer word dat voorsiening gemaak kan word vir kampus-verwante belangebehartiging, soos byvoorbeeld om in die Vaaldriehoek die georganiseerde nywerhede op so 'n komitee te betrek.	5. Structure and substructures of the Forum It is proposed that the IF structure itself in terms of a number of sub-structures, including the right to co-opt non-IF members on these sub-structures. It is proposed that the IF appoint technical committees to deal with requests from Council of a specific or policy related nature; and standing committees to deal with campus specific issues. Standing committees may be structured in such a way as to make provision for the co-option of campus related interests and problems, for instance organised industry in the case of the Vaal Triangle campus.

6. Huishoudelike reglement van die Institusionele Forum Daar word voorgestel dat die statute van die Privaatwet van die PU vir CHO voorsiening maak daarvoor dat die IF sy eie huishoudelike reglement kan saamstel. Verder word voorgestel dat die IF gebruik sal maak, en voortbou op die gevestigde werkswyses wat reeds deur die BTF en die WTK ontwikkel is, insluitend die Raamwerkdokument van die BTF.	6. House rules of the Institutional Forum It is proposed that the statutes of the Private Act of the PU for CHE make provision for the IF to develop its own house rules. It is further proposed that the IF make use of and further develop the established procedures already developed by the BTF and the Watuni Forum, including the BTF Framework Document.
7. Administrasie, fasilitering en sekretariële dienste Daar word voorgestel dat die werksaamhede van die IF behoorlik ondersteun word met sekretariële en administratiewe dienste en dat daar op 'n begrotingsbasis voorsiening gemaak word in die uitgawes van die IF.	7. Administration, facilitation and secretariat It is proposed that the activities of the IF are supported by secretarial and administrative services and that provision is made for a budget for the expenditures of the IF.
8. Die konstituering van die Institusionele Forum Afhangende van die Raad se besluit oor die samestelling van die IF word die volgende voorgestel: 8.1 dat die konstituering van die IF so gou as moontlik na die Raad se sitting in April 1998 plaasvind; en dit nie afhanklik gemaak word van die aanvaarding van	8. Constituting the Institutional Forum Pending Council's decision on the composition of the IF it is proposed that: 8.1 the constituting of the IF takes place as soon as possible after the April 1998 meeting of Council; and that it not be made dependent on the acceptance of

die Privaatwet en statuut, of enige ander regeringskennisgewing nie. 8.2 dat die Raad die Registrateur opdrag gee om alle rolspelers te versoek om hulle kandidate vir die IF aan te wys of te verkies en om self die verkiesing van lede in terme van par. 3.2.4 en 3.2.5 te inisieer; 8.3 dat die Registrateur 'n adviserende komitee uit die dagbesture van die BTF en die WTK saamstel om hom by te staan in die beplanning van die konstituering van die IF; 8.4 dat die bestaande fasiliteite van die BTF en die WTK tot die beskikking van die Registrateur is; en 8.5 dat die Registrateur as voorsitter van die konstitueringsvergadering optree en die IF lei tot die verkiesing van 'n eerste voorsitter en dagbestuur.	the Private Act and statute, nor any government notice of any kind. 8.2 the Council task the Registrar to notify all relevant stakeholders to appointing or electing candidates for the IF; and to begin the process of electing members in terms of par. 3.2.4 and 3.2.5; 8.3 the Registrar appoint an advisory committee from the executive committees the BTF and the WTC to assist him in planning the establishment of the IF; 8.4 the current facilities of the BTF and the WTC are available to the Registrar; and 8.5 the Registrar acts as chairperson at the first meeting of the IF and guide the IF towards electing its first chairperson and executive committee.
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ⁱ Mnr. Smuts Matshe van Sasco het die vergadering as waarnemer bygewoon, maar die voorsitter het geoordeel dat hy nie 'n spreukbeurt toegeken word nie omdat mnr Matshe nie by die voorskrifte van die Raamwerkdokument ten opsigte van die aangeleentheid gehou het nie.

ⁱⁱ The joint meeting of the BTF and the WTK accepted this formulation, but Nehawu indicated that although they supported the representation of the three trade unions within the University, they feel that the other two should be nominated by the Vaal Triangle Campus, and should not be elected in terms of the proposal. Their motivation was that Nehawu cannot represent both Potchefstroom as well as the Vaal Triangle with one representative.