

100 DAYS

in office



Mangosuthu
University of Technology



The core purpose of MUT is to contribute to the advancement of vocation-based education and training that will enhance the country's skills and competitiveness for the development of humanity.

100 DAYS in office

CONTENTS

100 DAYS IN OFFICE	PAGE 2
UP CLOSE WITH DR MALAZA	PAGE 3
STAKEHOLDER ENGAGEMENT	PAGE 4
CRISIS COMMUNICATIONS AND ISSUES MANAGEMENT	PAGE 6
STRATEGY PLANNING AND DEVELOPMENT	PAGE 7
STUDENTS TO MOVE INTO THE NEW RESIDENCES	PAGE 8
MUT RECEIVES RELIEF IN STUDENT BURSARIES	PAGE 8
SECURITY ASSESSMENT	PAGE 10
WHAT IS THE ENVISIONED FUTURE FOR MUT?	PAGE 11
PROGRESS WITH STRAIGHTENING OUT GOVERNANCE ISSUES	PAGE 13

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Dr Enoch Duma Malaza

Preamble

What brings a high-energy theoretical physicist and a double Ivy League scholar to lead a University of Technology situated in one of South Africa's biggest townships, Umlazi in Durban, KwaZulu-Natal?

Dr Duma Malaza studied for his terminal degrees at Brown University, a private Ivy League research university in the United States, as well as at the University of Cambridge in England, a collegiate public research university which is ranked number five in the QS World University Rankings 2018.

Back in South Africa, he embarked on an academic career and was recognised as a promising young researcher by the National Research Foundation (NRF). His leadership abilities soon saw him excelling in academic leadership - and it is in this role that he has made his most enduring mark. His academic leadership career includes directorships in institutional planning and quality assurance at the universities of Cape Town, Pretoria and KwaZulu-Natal, and being CEO of Higher Education South Africa (now Universities South Africa).

His association with various prestigious and strategic organisations over the years includes being a member of the board of the National Student Financial Aid Scheme, the International Association of Universities and the South African Technology Network, as well as being a member of Council for the UbuntuNet Alliance for Research and Education Networking.

To return to the question of what brings him to MUT, the answer is simple: he believes in the future of MUT and is on a quest to make MUT a university that South Africans will want to be a part of. But he is not here to do it alone. "I would like to reassure you that I come to MUT as a humble servant. The purpose of my being here is to work with you, so that together we can create an envisioned future for MUT - something concrete, vivid, visible and real," he says.

Dr Malaza's big plans for MUT include anchoring MUT within its communities. "Our being here is a strategic advantage. I want to be a part of this MUT that should change the lives of our people. The 4th Industrial Revolution must not disadvantage the MUT students, staff and the people of Umlazi. This is the discourse that as MUT, we need to drive. I have begun a long conversation with our staff on how we could 'shape and own the future'; and this conversation is appealing to all our constituencies".

UP CLOSE WITH DR MALAZA IN THE FIRST 100 DAYS



During his first three months in office, Dr Malaza made a point of not only studying every statutory document he could in order to understand what MUT is all about, but speaking face-to-face with its stakeholders. During his engagements with over 400 staff members and the Student Parliament, they have developed a picture of him that includes simplicity, a preference for clean spaces, having a work space 'like home', innovation, a strong community orientation, a passion for sustainability in everything, and above all, a commitment to delivery.

Some of these aspirations he hopes will soon be embraced by the MUT community and will be embedded in our mission, vision, values, goals and themes as we walk with him in fulfilling the MUT 2020-2025 Strategic Plan.



Is this vision too bold? Not so, it seems, as staff pour their hearts out and commit to walk with him. In his 100 days in office, he has been highly visible, pragmatically optimistic, action oriented, and willing to listen to others' views as he tackles his first challenge of "sorting out governance issues". He listens and takes notes during his two-hour sessions with staff from different departments, regardless of their rank. Sometimes hard questions are thrown back at him, but he still smiles and takes the conversation back to the core discussions. One philosophy he displays is for people to find solutions and this has been characterised by probing questions he asks, such as 'what do you think needs to be done to get there'. Often this surprises people but makes them think hard and produce incredible solutions.

A picture of a transformational leader is beginning to take shape, whose style is to work with teams to identify the change that is needed, create a vision to guide the change through inspiration, and execute the change in tandem with committed members of a group.

He has also placed strong emphasis on servant leadership, a phrase coined by Robert K. Greenleaf in his 1970 essay, "The Servant as a Leader." To the university community, regardless of rank, Dr Malaza says: "Become a servant first, focus on the needs of others, especially team members, before you consider your own."

STAKEHOLDER ENGAGEMENT

“And so, my fellow Americans: ask not what your country can do for you - ask what you can do for your country.”

John F Kennedy during his inauguration as President of the USA

“As executive management, we want solutions not problems.”

Dr Enoch Malaza as he consults all his stakeholders



VC engaging staff on the proposed Strategic Plan 2020-2025

The words, “we need to hold one another accountable”, are the first sign that delivery will be key to the leadership style of Dr Enoch Duma Malaza. These are the words he speaks as he goes from meeting to meeting with University leadership, faculties, Senate, staff and the student leadership. In these preliminary engagements, he is probably linking the face of these various constituencies to volumes and volumes of MUT documents that he has been reading during his acclimatisation to MUT. For Dr Malaza, 'engagement' is paramount in dealing with one another.

Within six weeks, his preliminary meetings where he is sharing his approach with stakeholders have included more than 300 staff members and more than a thousand students who came to mourn the unexpected death of Zolile Khumalo, the first-year MUT Quantity Surveying student who was tragically killed the night before Dr Malaza was to assume office.

Putting aside the glory of being introduced, Dr Malaza urged that the attention should be on Zolile Khumalo's death and support for her bereaved family. A crisis communications team was set up within about 24 hours and a University statement was defined.

Our new VC's leadership was evident in numerous instances during this time:

- The 4.5-kilometre student march to raise awareness on #ZolileKhumalo;
- The memorial service for Zolile, which took place from 18h00 until 21h30 and was attended by executive management and over 1000 students;
- The day of mourning that was declared for staff and students on 9 May 2018;
- The delegation of Council members and executive management which Dr Malaza led to the funeral in Eshowe, a rural village in northern KwaZulu-Natal, on 11 May 2018;
- A meeting with the Deputy Minister of South African Police Services to discuss campus safety and expectations from SAPS on safety and security at our residences; and
- The investigation he commissioned into safety standards in all student residences.



VC taking a selfie with a student during his campus walk about

'Walking the walk and talking the talk', engaging stakeholders, being inclusive, and being at the forefront, are some of the traits that the MUT community has begun to note in Dr Malaza during the tough times the University is facing during its transition period. The leader in Dr Malaza reminds Senate and the SRC that there will be disruptions during the criminal trial of Zolile's alleged killer as a result of him being known and also having been a former MUT student. "But, I beg you to find innovative ways to ensure that students are taught, so a day is not lost altogether," he says.

Finding innovative ways to solve problems has been Dr Malaza's mantra so far. At each of the stakeholder engagement meetings, he has spoken about the need for all levels of leadership to come up with solutions.

To begin solving problems, task teams have already been created and clear timelines have been set. Within these task teams, the key issues have been identified, various stakeholders' interests understood, options discussed and evaluated, and the best option implemented. This is just one of the ways Dr Malaza is helping empower us to be at the forefront of our positive change at MUT.



VC engaging South Africa at Zolile Khumalo's funeral

CRISIS COMMUNICATIONS AND ISSUES MANAGEMENT

From the outside, many organisations look normal until a new leader arrives, and then crises seem to criss-cross from one corner to the other. How does an organisation deal with unexpected crises? Does it strive to get its 'old self' back so that it can return to business as usual? This may sound like the easiest and most logical thing to do - but not so for Dr Malaza, whose approach is to "sort out governance issues" so that the MUT can first be stabilised and renewed. This is the foundation of securing a bright future for MUT.

"My approach is that we should not carnival in humiliating others. Let us find ways to engage and empower each other and learn from those mistakes," Dr Malaza has said. This approach speaks to the engagement and empowerment-driven approach that he is discussing as part of the MUT values that the institution needs to aspire to.

Within Dr Malaza's first 100 days, task teams are already delivering results as they tackle various crises and issues. Close-out reports have been submitted and corrective action is underway where due.

Following the death of Zolile Khumalo, one of the key issues that the VC has had to deal with is safety and security at the student residences, both on the MUT campus and beyond its borders. Consultation with his executive management team has resulted in a number of resolutions:

- To get an expert opinion instead of relying on our own assessment. The timeline agreed on was less than a month, and an assessment report was successfully completed and presented to the EMC.
- To take corrective action through requiring the landlords of the external residences to improve security measures. There have been some improvements but Dr Malaza is pushing for standardisation across the board.
- To develop a project plan to maintain safety and security across the residences. This has been completed.

Conflict management is another thorny issue that is being tackled. Dr Malaza's view is that it should be done in a transparent and principled manner.

VC addresses media on the passing of Zolile Khumalo



STRATEGY PLANNING AND DEVELOPMENT

This is at the core of Dr Enoch Duma Malaza's skill set. He is passionate about the role of strategy development and it has been his forte for years. He believes that the MUT Strategy 2020-2025 must be formulated from the outset with all our people, regardless of rank, gender, race or stature. Everyone who belongs to the MUT community must give us input on where they want us to take MUT. Strategy must be driven by the aspirations of the staff and we need to distance ourselves from the past, he believes. The consultative process began with all levels of management, support services staff, academic support, researchers, academics, maintenance and cleaning staff. Thereafter, the focus will be on listening to stakeholders such as MUT alumni, government, business, the fourth estate and the diplomatic corps.

Discussions with more than 400 staff members have taken place face-to-face, online (via an online survey), and through formal discussions during "Coffee with the VC" meetings.

The "Coffee with the VC" campaign has been the driver of the VC Strategy meetings. He works the room, as they say: he talks to everyone and people just share information. They are happy to meet their leader, they tell him.



VC and some of the University's researchers

These are some of the most touching messages that he has heard to date:

"We love our University. We do not want to see it destroyed. After we are gone, we don't want to hear that there was once a University. Please help us preserve it."

"We are humbled to see ourselves discussing the future of this University and even drinking coffee/tea with the Vice-Chancellor. We are happy to have our voices heard."

Dr Malaza's assurance is consistent and principled throughout, regardless of the stakeholder grouping. "[Our strategy] is to have a robust discussion and scrutinise the academic agenda, embrace the challenge of diversity and find a common ground."

There is a positive discourse that is taking shape in the midst of these presentations:

- MUT's strengths are becoming visible.
- MUT's weaknesses are getting immediate attention.
- Clean spaces are popping up and slow turnaround times are being brought under the spotlight. This speaks to Dr Malaza's commitment to delivery, which is mentioned in the preamble.



MUT gardens are kept clean by dedicated staff

- "Shape and own the future" is becoming the new buzz word. Will it be the new action-oriented strapline for MUT? What does this mean for the ordinary employee?
- New MUT values - The DEEDS. Will these values inspire everyone to wake up and come to work and deliver (no pun intended) on them?

100 days is done, Dr Malaza's timelines are still intact. The University wishes Dr Enoch Duma Malaza well in the plans he has shared with the University and the input the University has provided.

Unwele olude Dr Malaza.



VC and the leadership of both NEHAWU and Tenusa



STUDENTS TO MOVE INTO THE NEW RESIDENCES SOON

The new residences will finally be opened. Everything is ready but hot water. Luven Naidoo, the Operations Director, is working hard behind the scenes. This has to happen soon. "Dr Malaza is very strong on delivery", he says. The process to name the new buildings has commenced and is spearheaded by Dr Malaza. He has been to the new residences. Students flocked to him and his presence has given them hope that the residence will be opened in their lifetime at MUT.



MUT RECEIVES RELIEF IN STUDENT BURSARIES



VC, Dr Malaza, right, with ABSA officials, Sithembiso Cele, Head of Public Sector; and Keketso Motsoene, Head of Enablement, during the handover

The VC delivered the following speech on 19 July 2018 during the R3 million ABSA cheque handover for student bursaries.

I wish to express our sincere gratitude to ABSA for the support towards student bursaries within two consecutive years.

The support comes at a point where universities, both nationally and globally, require a third stream income to support needy students who are academically astute.

The dramatic events of the #FeesMustFall movement in South Africa over the past two years have revealed to us the ugly face that has been brought by the income gap between the have and the have nots.



Dr Malaza and some of the bursary recipients, and ABSA officials

Former President, Thabo Mbeki said during the Racism Conference in 2016 in Midrand, "South Africa is a country divided into two nations - the 'relatively prosperous' whites, and the black and 'poor' people living under grossly underdeveloped conditions. One of the nations is white, relatively prosperous regardless of gender or geographic dispersal - it has ready access to a developed economy, physical, educational communication and other infrastructure. The second and larger nation of South Africa is black and poor, with the worst affected being women in rural areas, the black rural population in general and those with disabilities." This is the REAL world from where our students emanate.

The news of free education in December 2017 further created expectations for students that education would be free for all. This was not to be the case and has subsequently plunged universities across the country under dire circumstances.

It is therefore with great appreciation that we welcome support from ABSA. This support should not be taken for granted either by the University or the students. The saying, "It takes a village to raise a child" has never been so relevant. In most developed countries, parents do not even have to pay for their children at universities because the corporate world is very responsible in improving society's lives. Most students in those countries receive scholarships. In the USA for example, donor giving in 2017, was \$43.6 billion (<https://www.philanthropy.com/article/Donations-to-Colleges-Up-6-in/242441>).

We hope that this partnership with ABSA could be replicated by other banking sectors and other corporations.

I am grateful to my predecessors in executive management here at MUT for carving the way to make this sponsorship possible. Last year, we welcomed the first donation of R3 million and here we are again, meeting to receive the second donation of the same amount as last year.

We are grateful that ABSA has kept its promise to deliver to MUT a R3 million cheque for students' bursaries over three consecutive years, with a total commitment of R9 million. The bursary is earmarked to support 50% first year students, 30% 2nd year students and 20% final year students. The students in the fields of Commerce, Management, Engineering, Science and Technology will benefit from this sponsorship. The commitment means a lot to us.

We selected 50% of the bursary candidates among first year students who obtained an "A" aggregate in matric. The remaining 50% for second and third year candidates with a 30%/20% split respectively were selected on merit. Other candidates who fell under the "missing middle" were also taken into consideration during selections.

The total number of beneficiaries funded in 2017 was 48 students. In closing, I would like to reassure the ABSA delegation that MUT is reviewing its Strategy 2020-2025. As part of this process, I have met face to face with over 400 staff members in academia, research and support services. We are determined to rebuild a MUT whose graduates will be sought after by industry both nationally and internationally. My engagement with staff has centred on how we could shape and own this University. We have challenged our staff to start reflecting on the critical skills that each one of us should bring to the table.

By the 8th of August, I should have also engaged industry players like you, who should play a critical role towards grounding us for the 4th Industrial Revolution. Therefore, beyond this official donation, I would like to see greater collaboration with you on how you could participate in the development of MUT. For example, I see an ABSA branch right here on campus to assist our students so that they do not have to carry large amounts of cash from here to make deposits at the banks.

This is just one example of how we could collaborate. On a higher level, we need to start thinking about work place shadowing for our staff, guest lectures by your staff to management and academics.

Let us walk together and see other greater collaborations within Umlazi Township and how you could use us as a gateway for the development of this township.

Many thanks for all your support. Please also note the students' gratitude for the financial support.

SECURITY ASSESSMENT

Using the audit as a baseline for beefing up security and shaping the MUT safety and security agenda

In an unprecedented move; MUT commissioned an external auditing firm to undertake safety assessment of the residences. This was at the request tabled by Dr Malaza to executive management.

"It is fair to request a third party to tell you how you are doing if you want to improve", Dr Malaza argued. The audit assessment has been done and the University has put short-term structures to ensure "our students are safe; feel being home away from home", said Dr Malaza.

These are residences where the assessment has been done to date:

- Campus and Executive Hotel
- Lonsdale
- Killarney
- Palmerston
- Seaboard
- Poynton House
- Plaza Lodge
- Shajahan
- King's Club
- The Astra
- Durban Hotel
- Berea Court
- Fassie Firm
- Adrian Court
- Gladdington
- Piglen Mews
- Barnard Close

Interim measures range from enhanced entry and exit procedures; ensuring that all security guards are PSIRA registered and total visibility in all areas.



MUT VC and Principal receiving Deputy Minister of Police, Bongani Mkhong, during his visit to discuss security at MUT residences

WHAT IS THE ENVISIONED FUTURE FOR MUT? B.H.A.G.S

Dr Malaza's approach to strategy development has been ideological; allowing all staff members to interrogate the vision and the mission he has for the University. He is an avid reader of the Harvard Business Review, and draws much of his leadership style on scholarly articles. The paper, "Building Your Company's Vision" by James C. Collins and Jerry C. Porras speak about the BHAGS (Big, Hairy, Audacious, Goals).

This means being committed to a huge daunting challenge.

- i. A true BHAG is compelling and serves as a unifying focal point of effort and acts as a catalyst for a team spirit.
- ii. It has a clear finish line
- iii. It engages people, it grabs them



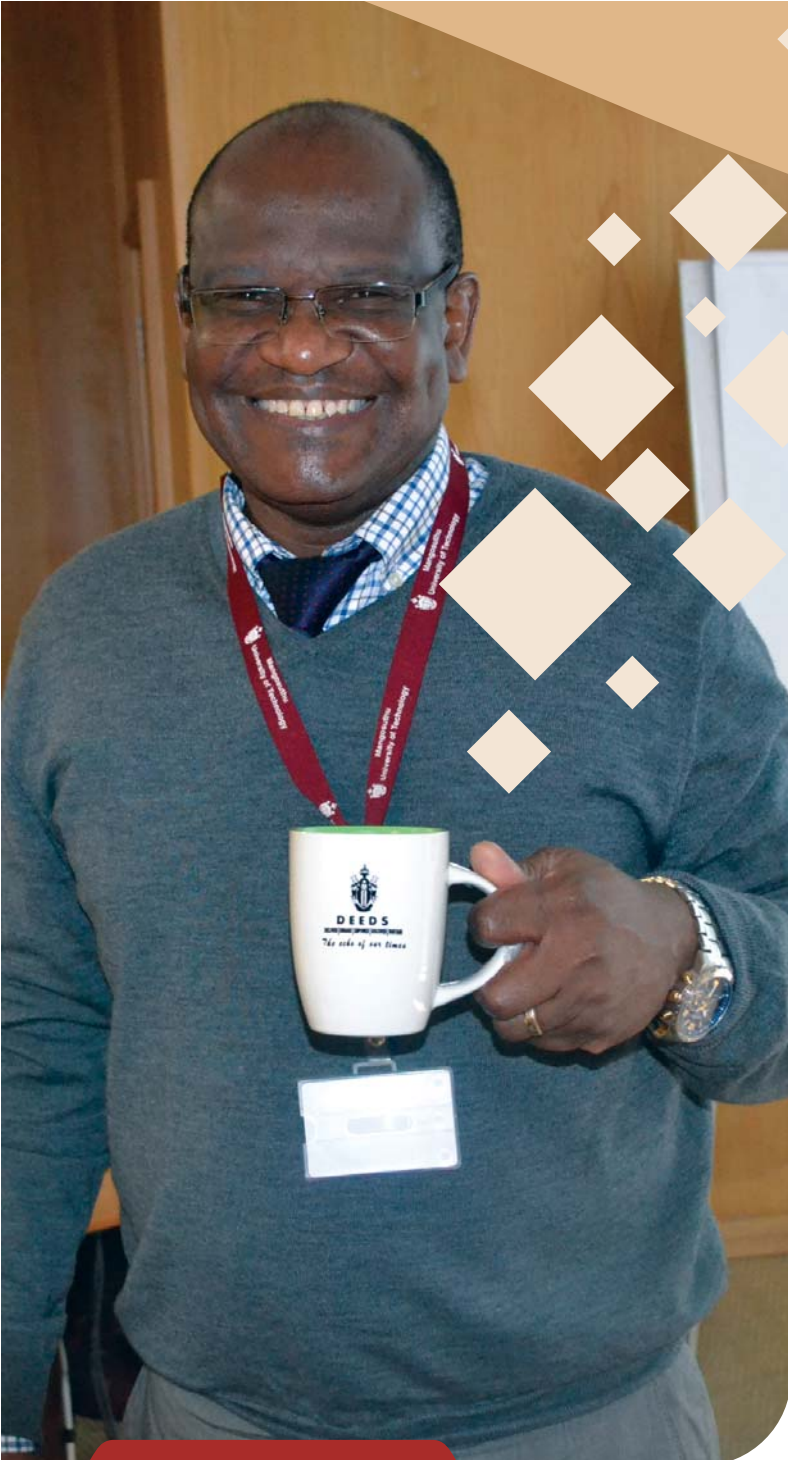
Dr Malaza

Beyond 100 days

Destination 2025:

- We will have pride in ourselves as an institution
- Our students and staff will feel that the University has contributed to their life in a positive way.
- Respected and admired by our peers and stakeholders.
- Our technology based services will be actively supported and sought by government, business, industry and communities.





VC is proud of ushering the new era

What should inspire staff to come to work?

There has been a robust discussion on envisaged values for MUT. The values are premised against the BHAGS that Dr Malaza has for MUT. These values guide performance and remind staff to do the work of the University and put people first as the major asset of the University. "Our people and stakeholders must come out as winners in the emerging world order." This has been Dr Malaza's mantra during each stakeholder meeting.

These are the proposed values that Dr Malaza has put forward for MUT:

- To **DELIVER** on our obligations to each other, our students and stakeholders while maintaining high standards and ethical behavior.
- To **ENGAGE** and collaborate with each other, our students and all stakeholders.
- To **EMPOWER** each other and our students to make a difference.
- To **DISCOVER** and share new knowledge and new ways to lead through teaching, intellectual engagement and use of technology.
- To **SUSTAIN** our local and global environment, organizational health and ability to create a viable future.

The current discourse at MUT is excellence and at the pace Dr Malaza is moving with his executive team; the goal of excellence will be realised in:

- Teaching & Learning
- Research, Innovation and Engagements
- Community engagement
- Targetted national and international engagement
- Enabling a supporting environment.

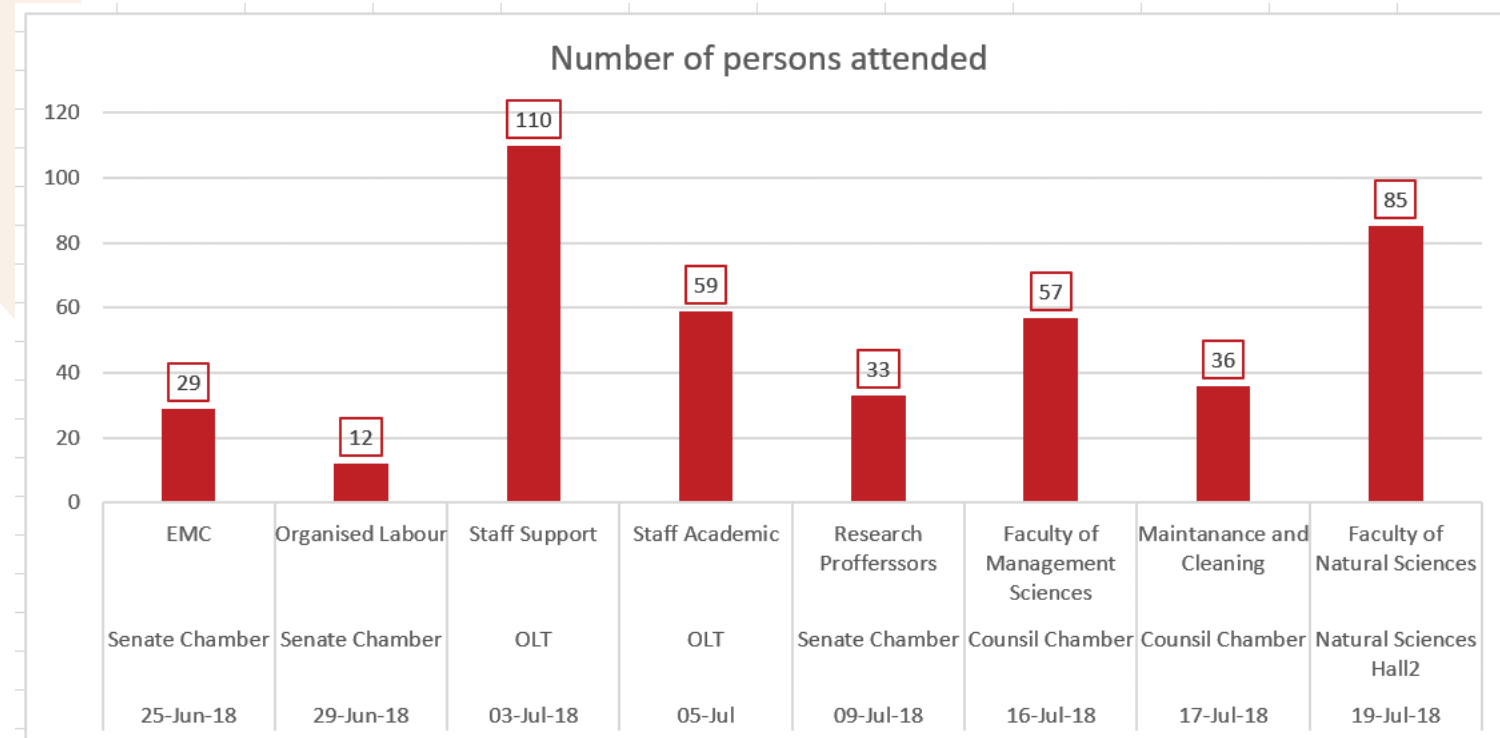


PROGRESS WITH STRAIGHTENING OUT GOVERNANCE ISSUES

These are the gains that Dr Malaza has made:

Strategic plan review process completed within set timeframes

Dr Malaza from 25 June -19 July conducted internal stakeholder engagement meetings, where he addressed over 420 staff members. In addition, Dr Malaza also met 18 student representatives from the Student Parliament. He engaged staff and students on his proposed Strategic Plan, and entertained inputs from these important stakeholders.



Review of the Delegation of Authorities

The delegations of authority for the Support Services departments have been revised and will be submitted to Council for approval. Leading the Executive Management Committee (EMC), Dr Malaza has painstakingly taken time to ensure that discussion on the delegations of authority was a collaborative process. This has ensured that each activity for each department was properly analysed by EMC in order to conclude on the type of delegation suited for each level, whether it was for recommendation or for approval. The outcome of the revised delegations of authority is expected to result in:

- Effective management
- Employee development
- Facilitation of MUT's growth
- Articulation of Management hierarchy
- Enable better coordination



Dr Malaza, some members of EMC and invited guests to the EMC Lekgotla

Standard Operating Procedures (SoPs)

MUT now has for the first time a Standard Operating Procedures document. These have been developed for mandated reports to be submitted to Council. The SoPs are the outcome of a workshop that Dr Malaza convened on 2 July 2018. The purpose of the workshop was to the SoPs, and to provide guidance on Council's requirements with respect to the quality and processing of reports.

The SoPs provide the following for EMC:

- Clearly articulate the role of the Executive Sponsor as the interface between EMC and Committee of Council;
- Executive Sponsors are responsible for the management of their reports from their initial submission to a University structure, to Council and finally for the execution of a decision;
- Each Executive Sponsor should provide the relevant Chair of the Committee of Council with a high level summary of portfolio related issues serving before the Committee of Council. Such summary should contain a proposed recommendation in respect of each issue;
- Timelines will be entrenched in the SoPs to ensure reports meet agenda deadlines; and
- More than anything SoPs will ensure that communication with Council is seamless and consistent.



Policy Development Schedule

Eighteen departments are developing and renewing 110 policies. "It is a huge task ahead. What is critical is that we have identified policies which are missing. The long journey will be on entrenching the policy development process in the KPAs of EMC," said Dr Malaza.

"We have a long journey ahead. However, we are laying the foundation. Our foundation is premised on systems, policies, and principles that will drive our strategic journey to Destination 2025," said Dr Malaza.



Dr Malaza, with Petro Butler, Governance and Support Officer

As the saying goes,

"It takes a village to raise a child."

Graduates and willing friends of MUT are welcome to support the alumni donate-a-bench project or the alumni bursary fund.

Bank Account: 40-7755-0173
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Branch Code: ABSA Public Sector KZN 632005
Account Name: Mangosuthu University of Technology
Reference: 1502/60306 Alumni Relations

Contact: alumni@mut.ac.za / zama@mut.ac.za

Mission

Our mission is to provide advanced, technology-based programmes and services that are career and business-oriented in the broad fields of engineering, natural and management sciences for the upliftment of talented but mainly disadvantaged individuals. By so doing, the University shows its commitment to social redress. It contributes to creating an equitable and prosperous Southern Africa in which individuals have the opportunity to achieve their full potential.

Vision

The vision of mangosuthu University of Technology (MUT) is to be a pre-eminent higher education institution of technology that fosters socio-economic advancement through the scholarships of teaching and learning, applied research, technology development and transfer and community engagement.

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