

Office of the Vice-Principal
UNIVERSITY OF THE WITWATERSRAHD, JOHANNESBURG
Private Bag 5, WITS 2050, SOUTH AFRICA
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Dr Frene Ginwala
African National Congress
P O BOX 61884
Marshalltown
2107

26 July 1993

Dear Dr Ginwala

Thank you for agreeing to attend our workshop at the Mount Grace Hotel from Friday 6 to Sunday 8 August. We appreciate your interest and the time that you have set aside to assist us. We plan to gather for pre-dinner drinks between 18h30 and 19h30 on Friday evening, and to end with lunch on Sunday. A programme for the workshop is enclosed, together with a map showing the way to the hotel. A representative of the University will be available to assist you on your arrival.

I should like here to outline for you what we have done so far in the process we are following in order to redefine Wits' mission, and to indicate what our general plans are for the remainder of this year. We have set a deadline of the end of November to submit a draft mission statement to the Senate for approval, after which it will be submitted to the Council of the University.

We consider it indispensable to consult widely both within the institution and in the community about the future of Wits. We stress that Wits remains committed to the twin goals of excellence in research and in teaching, and contributing to the repair of the damage caused by apartheid schooling. We believe that we have a unique capacity to contribute towards peace, national reconciliation and reconstruction of the economy. During the first half of the year we consulted widely within the University in order to obtain some idea of the views of the major constituencies within the institution, including the faculties, the staff associations, the unions, the students and convocation. We have endeavoured to ensure that all staff and students have had an opportunity to participate in the process. In case there are some who have felt diffident about contributing their views, we have agreed to hold cross-departmental, and open-to-all consultations on the major issues, at various venues that will cover the entire geography of the University, in the near future. There will also be further consultations with the faculties.

The University of the Witwatersrand rejects racism and racial segregation. It is committed to nondiscrimination particularly in the constitution of its student body, in the selection and promotion of its staff. and in its administration.

The workshop at Mount Grace is critical to the process of developing the mission statement. It is an attempt to achieve a macro-environment scan that will inform us about the educational, socio-political, economic and technological issues likely to confront us in the near future, and to determine their significance for Wits.

It brings together members of the University's executive leadership, other members of the University community, and individuals from the broader community who occupy positions of leadership and who represent a wide range of interests and viewpoints. It may not prove to be sufficient for our purposes in all areas. We remain flexible about further workshops or consultations to achieve as clear a view as possible of the environment within which Wits will have to function. It is clear that extensive consultations outside the University must still take place.

Our consultations so far have covered a broad range of issues, but have been influenced by a document approved by the Senate last year as a suitable starting point for further discussion. It is important to stress that this document is not a draft mission statement and that the arguments made in it have not been accepted as University policy. Its purpose was to stimulate response and debate, and there is no doubt that it has done so. The document contains ideas that have seemed obvious in some quarters, and in others to be highly controversial. The document has also been misinterpreted by some. It is our responsibility to clear up misunderstandings, to explore all the responses offered, and to try to achieve a sufficient consensus about the future direction of the University to make coherent planning possible.

As the discussion document is long and discursive, we agreed to send only a summary (which is enclosed) to participants in the workshop. The full document is available from my secretary, Ms Marx.

We look forward to seeing you at Mount Grace. Our discussions there will be confidential, in the sense that there will be no attribution to any individual or organisation of anything said. If you require transport, or there is any way in which we can assist you with your arrangements, please do not hesitate to contact Barnett-Levin, telephone 716-2033.

Yours sincerely

Professor June Sinclair

Vice-Principal

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SUMMARY OF SENATE DISCUSSION DOCUMENT ON DEVELOPING A MISSION
FOR WITS

1. It seems unlikely that we will have the resources to continue to do all the things that we have become accustomed to doing, equally well, without maintaining a fiscal policy that might be described as 'lequal misery' -- repeated budget cuts across the board, of a roughly equal amount. Such a policy carries with it the risk of diminishing the quality of our entire enterprise.
2. We must therefore identify priorities and allocate additional resources to permit growth in the areas identified as priorities. The additional resources must come, at least in part, from a reorganisation of our current activities, and may include excising from our programme certain things. Outside funding must obviously also be vigorously sought for the priorities.
3. We do not function in a vacuum, and the external environment, particularly the needs of the wider community, should be vital to the determination of a special niche for Wits in tertiary education.
4. Wits may be particularly well placed, on account of its strong research tradition, its human resources, and its geographical location in the heart of South Africa's most industrially developed area, to focus more intensely than it has done on research and postgraduate study.
5. To achieve excellence in postgraduate study and in research will require excellent undergraduate preparation. An extension of the concept of an intermediate college, perhaps along the lines of the College of Science, should be investigated here.
6. At the undergraduate level, we will be unable to provide access to all matriculants seeking entry. We should therefore select for wider access those areas that might be vital to the development of the economy -- such as the science, engineering and technology areas. We might choose these areas for the reasons identified in 4 above. And we might perceive this contribution to be consonant with our commitment to correcting distortions away from the natural sciences that have ensued from segregated schooling.
7. The human and social scientists are indispensable to the promotion of a just and democratic society and to the well being of society as a whole. The country will continue to need the professionals we train. Those persons will need a deep and sensitive understanding of the society in which they function. It is therefore clear that the crucial areas within the human and social sciences must be identified and fostered.
8. The production of well qualified teachers, particularly in mathematics, physical science and English is essential if

secondary schooling is eventually to produce school-leavers who will not require special academic support at university.

9. Not all universities should be required to do identical things. Their individual strengths and capabilities must permit the cultivation of diversity essential for economic growth rather than compel a levelling of all institutions to a common range of activities. We must intervene in the national debate about the structure of tertiary education. To do so meaningfully, we must know our own strengths and weaknesses and be willing to forge appropriate links with other institutions.

10. The tension between access and quality must be seen in perspective. The country will need to preserve the national recourse of excellence that has been built up at Wits, so that reparation can be made to communities that are now suffering acute deprivation. That reparation requires the government of the new South Africa to have the resources to provide, inter alia, housing, health care and education to the people. If Wits can make a special contribution to economic development by concentrating on the training of specialists who, for example, stimulate industrial and manufacturing growth, we will have utilised our advantaged position optimally for the benefit of all the people of our country.

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Mount Grace Workshop

DIRECTIONS TO MOUNT GRACE

FROM JOHANNESBURG

- 1 Head west along N1 (concrete ring highway) just north of Johannesburg.
- 2 Exit from N1 at 14th Avenue/West Rand offramp (exit no. 7).
- 3 Turn right under highway, then right again at first traffic lights. You are now on the R47 signposted to Tarlton.
- 4 Proceed along R47 for 15 km until you reach a 4-way stop distinguished by a Zenex garage (Pinehaven Motors). Cross over intersection and continue on R47 for 10,5 km where you reach a T-junction. Opposite is another Zenex garage and the Oaktree cafe.
- 5 Turn right onto R563/R47 for 500 metres before turning left onto R47. Continue for 10,5 km before reaching a T-junction.
- 6 Turn right onto R24 signposted to Magaliesburg for 15 km before reaching Magaliesburg village.

Hekpoort

Rustev

Koster Mount Grace

. Magaliesburg

Krugersdorp

Ventersdorp

- 7 Pass through the village, keeping on the R24, and 2,4 km further on you will see the first Mount Grace sign.

- 8 At second Mount Grace sign, turn right. Cross over the river and proceed 2 km up the mountain to the hotel.

FROM PRETORIA

- 1 Get onto the R28, which is the freeway from Pretoria to Krugersdorp.

- 2 After about 60 km, you will reach a 4-way stop distinguished by a Zenex garage (Pinehaven Motors). Turn right at intersection and continue on R47 for 10,5 km where you reach a T-junction. Opposite is another Zenex garage and the Oaktree cafe.

From here follow instructions 5 to 8 above.

to Pretoria

Jan Smuts

Airport

R24

Q

14th Ave/

Westrand

offramp

(exit no.7)

Bedfordview

/Johannesburg7

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UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

PROJECT GROUE ON THE MISSION STATEMENT

Friday 6 August 1993

17h30

18h30

19h30

21h00

18h30

19h30

21h00

21h45

FIRST HACRO-ENVIRONHENT WORKSHOP

PROGRAMME

Arrival and registration

Drinks

Dinner

Introduction to the workshop

- Welcome: Professor R W Charlton

- The Mission Statement Project:

Professor J Sinclair

- Overview of Wits: Professor A Kemp

Saturday 7 August 1993

07h30 - 08h15

08h30 - 10h30

10h30

11h00

12h30

14h00

15h00

15h45

18h30

19h30

11h00

12h30

14h00

15h00

15h45

17h45

Breakfast

(Chair Professor J Sinclair): Framework for
the macro-environment scan.

1) Socio-political: Dr J Hyslop

ii) Economic: Professor C Simkins

iii) Education: Professor D Freer

iv) Science, engineering and. technology:

Professor H Hanrahan

(each presentation is 15 minutes, with 15
minutes question time)

Tea

Group discussion of macro-environment

Group 1: Facilitator: Mr P Camay

Rapporteurs: P r o f e s s o r E

Cameron and Dr P

Christie

Group 2: Facilitator: Dr R Lee

Rapporteurs: Advocate 1(Moroka

and Professor D

Davis

Lunch

Continuation of group discussion

Tea and break

(Chair: Mr P Camay, Dr R Lee)

Report back by both groups:

Discussion in plenary

Drinks

Dinner

Sunday 8 August 1993

08h00 09h00 Breakfast

09h00 10h30 (Chair: Professor D Davis)

Synthesis and integration of macro-
environment analysis: Mr P Camay, Dr R Lee,
followed by plenary discussion

Tea

(Chair: Professor R W Charlton)

Implications for wits

Plenary discussion

(Chair: Professor R W Charlton)

The Way Forward: Professor J Sinclair

Lunch

. 26 July 1993

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