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NORTH-WEST UNIVERSITY
YUNIBESITI YA BOKONE-BOPHIRIMA
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**VOLUME 6 No 6** October 2012 **Staff newsletter for the NWU** 



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**Front page:** 7 September was Casual Day again. With the theme of "How to get your sea legs", these staff members from Financial Systems and Reporting were on board. In the back from left are Ms Antoinette Vosloo and Ms Petro Kok. In the front from left are Ms Lily Meyer, Ms Chimoné Barends and Ms Erin Greeff.

Insert: Here is the proof – Eish! was recently named a winner! Read more about our achievements in the vice-chancellor's message on p 5.



## **NWU website:** what students want

eFundi is the primary website platform used by current students, while most prospective students use the website to access information about programme offerings and faculties. These are some of the findings of the research conducted about the NWU website.

The quantitative research was done by means of online surveys for current students, prospective students and alumni. The qualitative aspect was covered through face-to-face interviews with key stakeholders of the NWU. These stakeholders included student council members, web publishers, web coordinators, commercial partners, the web teams from the University of Cape Town and the University of Stellenbosch and members of the management teams of the four NWU business units.

Some of the interesting findings were:

- Current students use eFundi the most. The web itself is used second most, and mainly for gathering academic information. It was also clear that they don't use the web to engage with the university.
- 65% of prospective students use the website to access information about programme offerings and faculties. For them, the most important function of the website is accessing study information.
- The vast majority of current students prefer to engage through the social media platforms of Facebook, Twitter and YouTube.
- On the other hand, the majority of prospective students prefer to engage through Facebook and Mxit.
- Features that current students would like to see include blogs, an events calendar, university news, student records, previous assessment materials, bursary applications and rich (interactive) media such as videos, flash mobs and pod casts.
- Prospective students want to see information about available student accommodation.

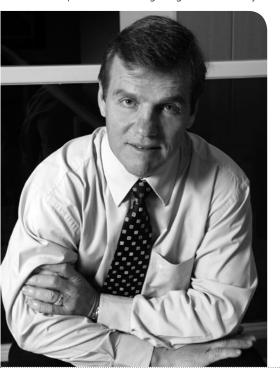
The report is saved on the Share recordkeeping system. Go to NWU home – NWU web office – Projects – 2012 Redesign to read the report.

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#### MESSAGE FROM THE VICE-CHANCELLOR

Dear colleagues

The academic year is rapidly drawing to a close and the end-of-year examinations are just around the corner. I know everyone is busy completing the last important work and getting the marks ready



before the students start writing exams. Good luck to all the lecturers and support staff members who are now busy with these crucial tasks.

But first things first: congratulations to all the staff members who are involved with the NWU's corporate publications: at the SA Publication Forum Awards ceremony held in Midrand recently, each of the university's corporate publications received a special mention.

- Eish! received certificates for excellence in writing, communication and design and was a finalist in the category for Best Internal Newsletter and the category for Best Corporate Publication. The highlight was of course when Eish! was announced Best Publication with a Limited Budget.
- The alumni magazine, the *NWU&U*, received certificates for excellence in communication and writing, and was a finalist in the category for *Best External Magazine*.
- The feedback that we received about the Corporate Profile and the Annual Report was very positive and constructive. The certificate

for excellence in communication received for the Annual Report shows that we are on the right track with these publications.

As always, this *Eish!* contains ample food for thought.

We are grateful that the NWU code of ethics has been finalised following a long, drawn-out consultation process. We trust that this guideline will help to determine how staff at all the business units live out their own roles in the greater NWU context. Please let me know about your expectations and experiences in this regard.

Also read about the restructuring in the Human Capital Department, the NWU brand strategy and our new pay-off line, *It all starts here*.

Enjoy the articles about highly appreciated members of the NWU community in this edition of our award-winning publication.

Blessings to you all!

Thurs Cloth

## Eish! – it all starts here

As employees of the NWU it is our responsibility to always do our very best. We are here to help this university reach even greater heights.

If you think about it, we all carry a major responsibility on our shoulders – it all starts here, here with us. Here we enable young people to realise their dreams. We not only focus on ourselves, but also on our stakeholders.

Read on p 6 and 7 about the NWU's exciting new pay-off line, branding strategy and manifesto. We no longer speak from the ivory tower – we now engage our stakeholders.

The code of ethics (on p 9 and the back page), which Institutional Management recently approved, reflects these principles and reminds us of the norms by which we should measure ourselves every day. Our staff members who go beyond the call of duty show how these norms can be brought to life – see the regular extramile article on p 21.

In our efforts to do better, it is always wonderful to meet our goals and end up being number one on the podium. This issue of Eish! is a tribute to the hard work and commitment of the NWU's staff. This commitment was clear from the preliminary oral feedback during the peer assessment of four NWU research entities – read more about this on p 8.

On p 10 and 11 we report on how one of our most important support departments, Human Capital, strives to fulfil the needs of the staff of the NWU. The news from the campuses (p 15 to 17) is also proof of hard work, growth, excellence and success.

Eish! is part of the team effort to hold the NWU's name high. It is with pride, gratitude and renewed motivation to do even better that we share with you the news of the accomplishments of Eish! and our other publications. (More details about this in the vice-chancellor's message.)



All this goes to show that if you are looking for a better future, or just want to make a difference in people's lives, the NWU is the place where potential is nurtured and where anyone can be someone special.

Regards, Marelize & Nelia

# ANYBODY can be SOMEBODY at the NVU

#### T ALL STARTS HERE.

This new pay-off line for the North-West University speaks of a place where dreams are born – a place where you can visualise your aspirations and future success.

Approved by the Institutional Management on 29 August 2012, the new pay-off line reflects the NWU as an enabler of possibility, encapsulating the essence of the NWU's new brand positioning.

With the brand positioning exercise undertaken in partnership with McCann Worldgroup, the NWU is now clearly positioning itself in the higher education market.

Ms Lindi Cameron, the brand manager of the NWU, explains that instead of being institution-focused, the NWU should focus on its stake-holders, moving away from 'the sage on the stage' to the 'guide on the side'. This is in tune with a more consumer-centric environment.

Market research and scrutiny through strategic tools revealed that the previous pay-off line (Innovation through diversity) had a functional, internal focus. What was needed was an external, positioning-focused pay-off line.

The feeling is that the new pay-off line encapsulates the benefit for stakeholders more clearly.

#### **NEW MANIFESTO**

In addition to the new pay-off line, a brand manifesto has been developed to inform the university's marketing and communications. (See p 7.)

From the manifesto it is clear that the approach is now much more consumer-centric. In essence, we are more interested in the achievements,

dreams and life stories of our stakeholders, than in talking about ours.

The NWU provides the perfect enabling environment for students to become what they want to be, for employers to find the employees they want to find and for government to see that we address the needs of the country through relevant teaching-learning and research.

It is important that this new approach involves engaging with our stakeholders, instead of merely talking to them.

Staff members are an important internal audience, and so the new brand positioning also speaks to them. For staff, the NWU is the place where they can develop their careers and shape the future they desire.

#### ANYBODY CAN BE SOMEBODY

The visual application of the new brand positioning taps into the idea that 'anybody can be somebody' – in other words, the NWU enables ordinary people to do extraordinary things.

"We want to say to students and staff that they can be somebody great in the word of science, or music, or whatever their chosen field is, and that they have the ability to empower others," says Lindi.

#### **NURTURING YOUR POTENTIAL**

So ... whether you are looking for a better future, or looking to make a difference in people's lives, or you simply want a solid foundation for your future, the NWU is the place where potential is nurtured, where ordinary becomes extraordinary and anybody can be somebody.

IT ALL STARTS HERE.

## The way forward

Corporate Affairs and Relations will continue to work with McCann in developing the creative application of the new brand positioning which will become apparent in advertising campaigns.

Consistency is key in branding, and it is essential to have a shared vision and to 'speak in one voice'.

Through implementing the approved brand strategy, we aim to improve the synergy and overall visual brand impression.

Bearing in mind that three geographically separate campuses and an Institutional Office make up the NWU's product offering, it's crucial to have a strong visual identity in our messaging. This strengthens brand equity in our university, which in turn, benefits each business unit.

The Corporate Identity (CID) manual will be updated to accommodate the changes. In the meantime, marketing and communication efforts should, as always, be directed through relevant Institutional Office or campus marketing and communication departments.

Graphikos, the design studio on the Potchefstroom Campus, can assist with CID application.

All contact details, including the CID manual and Brand Identity Policy, can be found on the staff intranet, under 'Brand Identity'.

## BRAND NANIFESTO

## IT'S NOT JUST ABOUT EDUCATION, BUT THE OPPORTUNITY THAT EDUCATION BRINGS.

This is a place... where anything is possible. A place where imagination has no boundaries, and dreams are born.

A place that gives a voice to who you dare to be. Where every new day is an opportunity to be the next greatest, fastest, loudest, proudest... the next first.

This is a place where voices are amplified, aspirations are visualised, and future success is incubated.

Behind its doors our destinies lie... In its pages, our new legacies are written; and in its diversity, our unity flourishes.

This is the place where "what if" becomes "what is"; Where "if" becomes "when"; and "could" becomes "can".

The NWU is the place where your best has the platform to become better.

# Panel gives **feedback** on **research** at the NWU

WU researchers receive high-quality support from the Institutional Office and from their own campuses, and there is no reason why the NWU cannot deliver much more research of an international standard

This is some of the preliminary oral feedback from the peer-evaluation panel that evaluated the ability of the NWU to support its researchers, and also evaluated four research entities.

The entities that were evaluated were Teaching-learning Organisations, the Unit for Environmental Sciences and Management, Energy Systems and WorkWell: Research Unit for Economic and Management Sciences.

The entities were appraised by subpanels consisting of three experts in the specific areas. The evaluations took place from 26 to 31 August this year.

The main panel, which evaluated the way in which the NWU supports its researchers, also consisted of three members. They were Prof Peter Nijkamp of the Vrije Universiteit Amsterdam in the Netherlands (chair), Dr Dave Woods, former vice-chancellor of Rhodes University, and Dr Gerhard von Greunewaldt, retired vice-president of the NRF and currently employed at the University of the Witwatersrand.

#### WELL DONE!

During the preliminary oral feedback Prof Woods said that he was extremely impressed with the standard of research done at the NWU, the work being done here, and the way in which it is being done.

Prof Nijkamp said that although the NWU was currently not very visible on the international research radar, there was no reason why it could not be just as good at research as any of the most prominent universities in the world in the future.

The NWU research entities that were appraised also received good feedback and were praised for the excellent work that they do.



According to Prof Lucas Venter, the director of Institutional Research Support, the feedback from the panel is surely the best testimonial about research that the NWU could receive.

#### TACKLE THESE CHALLENGES

One shortcoming that was highlighted, however, was that roles and responsibilities were not always clearly outlined. The complex management system of the NWU means people and structures do not always understand what is expected of them. The panel said that the issue of role clarification needed some attention.

The panel also recommended that incentive schemes be utilised as strategic instruments to generate research suitable for the international arena. For example, researchers should earn much more for an article published in an international journal than for those published nationally.

The task agreements with lecturers also needed more attention. Some of the younger researchers in particular feel that they do not have sufficient opportunities for career development. There was also some confusion about the 40:40:20 model. The perception was that the model indicated the percentage of time that each academic should spend on teaching, research and administration respectively.

"The idea is that the faculties or schools as a whole must adhere to this standard, not each and every individual," says Prof Lucas Venter, the director of Institutional Research Support. "There will always be some individuals who are much better in the area of teaching, while others are excellent at research. When the time that all the staff members in a school or faculty spend on the various aspects is added up, it has to comply with the 40:40:20 standard."

The panel also noted that the entities that were appraised, focus strongly on solving national problems. This focus has to shift to ensure that national problems are placed in an international context and therefore lead to relevant international research.

In conclusion the panel said that there was still too much research at the NWU taking place in silos instead of multidisciplinary research taking place across subject groups and faculties.

The final report is expected soon and will be presented to the Senate.

## Taking the code of ethics to heart

Developing a code of ethics and having it approved by management is one thing, but introducing it to staff members and getting their buy-in is quite another. Eish! took a look at the initial consultation process, the recent approval of the NWU's code of ethics and the plans to communicate it to staff members.

he NWU finally has an official, approved code of ethics – its first since the merger in 2004

Approved by the Institutional Management on 29 August 2012, the code of ethics aims to bring about and ensure acceptable behaviour, promote high standards of practice, provide a benchmark for staff members to use for self-evaluation, and to establish a framework for professional behaviour and responsibilities.

The code of ethics is the result of an extensive consultation process started in 2007 and involving staff members on all campuses and at the Institutional Office.

After the initial consultation process, a draft document served at various NWU bodies. These include campus senates, the Institutional Senate, the Institutional Forum and the Institutional Bargaining Forum. Only then was the final version tabled at and approved by the Institutional Management.

With the compilation of the code of ethics, the approach was that the NWU should provide a set of guidelines to set the tone for the institution's culture. It was also designed to be used in conjunction with the NWU's policies, procedures, guidelines and processes.

The office of the vice-chancellor was named the custodian of the code of ethics, with the responsibility to oversee the ongoing management of the code, in order to ensure buy-in among all staff members.

#### COMMUNICATING THE CODE

Corporate Affairs and Relations (CAR) will communicate the code of ethics, using various communication channels and tools.

These will include the employee manual presented to all new employees during the introduction to the university, the Eish!, the intranet, and the weekly messages on the @NWU in which staff members will be invited to comment on the code.

Posters promoting the code of ethics will also be displayed in dedicated places identified by CAR in conjunction with the three marketing and communication departments on the campuses.

In addition, the code will be discussed at the three campuses' management committee meetings and managers will be asked to communicate the content of the code during staff meetings to ensure buy-in and ultimately adoption thereof.

#### TAKE IT TO HEART

"My hope is that all NWU staff members should familiarise themselves with the content of the code and ultimately apply it in their daily work life," says Dr Theuns Eloff, the vice-chancellor of the NWU. He says the code must not be merely lifeless words on paper – in the end, it must be lived by the whole NWU community.

"The code of ethics is regarded as a living document. This means that staff members will be given the opportunity to discuss the code, resulting in its annual revision."

The code of ethics is printed on the back page of the Eish! - tear it out and keep it handy.

### Ethics made easy

A code of ethics may be described as guidelines a community has agreed upon, showing them how to live and work together. Depending on how seriously the members of the community are committed to the code, the rules have a strong moral influence on them, encouraging them to act in accordance with the rules.



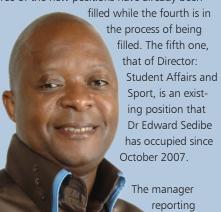
The whole purpose of the code of ethics is to foster a growing experience of unity. This can only succeed if all NWU staff members do it themselves and truly live this in their daily work.

## The new face(s)

Human Capital has a major impact on the daily working lives of staff members. Eish! reports on the latest developments in this key support unit.

his year has seen several changes in the structure of Human Capital at the NWU, with five directors and one manager now reporting directly to Mr Victor Mothobi, Executive Director: Human Capital. Four of these are new directors' positions.

Three of the new positions have already been



directly to Victor is Mr Anton Scheppel, who has been the NWU's manager of Employee Relations (previously known as Labour Relations), since the university came into being in 2004.

In another development in Human Capital, the Payroll division has moved to another portfolio, Finances.

Victor explains the need to create and fill the new positions as follows: "It became clear that there was a need to address Human Capital activities in a professional and focused manner.

"This means that organisational activities will be addressed by Organisational Development, individual activities by Human Capital Development, administrative activities by Human Capital Operations (OPS), client-related activities by Client Services and labour-related activities by Employee Relations."

#### **NEW POSITIONS FILLED**

The first of the three directors' positions filled in 2012 was that of the Director: Organisation Development. Ms Ria Nel, who previously held the position of manager of the Project Office at the NWU, was appointed on 1 February 2012

The other two directors' positions were filled on 1 April 2012. Ms Helen Mogorosi, previously a director at the UNISA School of Business Leadership, took up the position of Director: Human Capital Development, and Ms Evalancia Jones was appointed Director: Client Services.

Previously, Evalancia was a full-time MBA student at Stellenbosch University. Before that, she was deputy director of Corporate Services at the Department of Education in the Western Cape.

As the fourth position, Director: Human Capital Operations, is still being filled, Dr Maarten Venter, presently a consultant, is acting as director in this position. Before

Mr Victor Mothobi is the executive director of Human Capital.

his retirement at the end of 2009, Dr Maarten was executive advisor to the vice-chancellor, Dr Theuns Eloff.

#### **PAYROLL MOVED**

Another major structural change involves Payroll, the unit that is responsible for the payment of salaries. This function now falls under Ms Elmarie de Beer, Director: Institutional Finance, instead of Human Capital.

"This move makes sense, as payroll is a financial function rather than a Human Capital function," says Victor. "It is also more in line with best practice at other higher education institutions."

#### WHO FITS IN WHERE?

Below, the directors and some of their most important responsibilities are introduced.

## DIRECTOR: HUMAN CAPITAL OPERATIONS Dr Maarten Venter (Acting)



#### **RESPONSIBILITIES:**

- Manage recruitment, selection and appointments
- Manage employee and organisational structure records
- Manage benefit processes
- Manage service terminations
- Manage the Human Capital Operations department

# of Human Capital

### DIRECTOR: CLIENT SERVICES Ms Evalancia Jones



#### **RESPONSIBILITIES:**

- Oversee and manage campus staff establishment planning and changes
- Advise and support campus management on human capital operational issues
- Oversee and manage campus human capital budget
- Provide campus management with labour relations support
- Manage the Client Services department

## DIRECTOR: ORGANISATION DEVELOPMENT Ms Ria Nel



#### RESPONSIBILITIES:

- Manage organisational design and job structuring processes
- Manage organisational remuneration

- Manage the life cycles of the NWU's Human Capital business systems
- Manage NWU Human Capital information reporting processes
- Manage Human Capital business process improvement programmes
- Manage the Organisational Development department

## DIRECTOR: HUMAN CAPITAL DEVELOPMENT Ms Helen Mogorosi



#### **RESPONSIBILITIES:**

- Manage the Leadership Academy and skills development programme
- Conduct and interpret climate surveys
- Manage the wellness, disability, employee assistance and HIV/Aids programmes
- Develop and implement the NWU's succession planning strategy
- Manage the performance management system and processes
- Manage the Human Capital Development department

## DIRECTOR: STUDENT AFFAIRS AND SPORT Dr Edward Sedibe RESPONSIBILITIES:

- Ensure the effective functioning of the Institutional Student Representative Council (ISRC)
- Ensure all student processes, practices and quality issues are aligned across the campuses



- Promote the effective participation of students in NWU governance structures
- Coordinate the activities of campus managers for student affairs and development
- Facilitate the appropriate training and development of student leaders
- Arrange and coordinate programmes for social, sport and cultural interaction for students across the campuses

## MANAGER: EMPLOYEE RELATIONS Mr Anton Scheppel



#### **RESPONSIBILITIES:**

- All disciplinary and grievance matters
- Advice and dispute resolution (internal)
- Labour legislation litigation (CCMA, Labour Court, etc.)
- Training on labour-related matters
- Consultation and negotiation with employee organisations

# Big body, big heart, as steady as a rock

In this edition of our series on the deans at the NWU, we feature Prof Fika Janse van Rensburg, the dean of the Faculty of Theology on the Potchefstroom Campus.

f this dean were to perform the role of pastor, he would dwarf the pulpit. Yes, a big body and a big heart – that's a perfect description of Prof Fika Janse van Rensburg, dean of the Faculty of Theology.

Make no mistake, though: if he has to be, he is as immovable as a rock and does not hesitate to take a stand.

In his student years at the former Potchefstroom University for Christian Higher Education (PU for CHE) he was – as he puts it – somewhat out of step politically.

Prof Fika was raised in a "Sap" home, so he was used to being critical of the political dispensation of the day. ("Sappe" were members of the former South African Party). "I learnt early on that my parents' and grandfather's version of history did not correspond in all respects with what we learnt in the history text-books at school," he says.

"This is how I learnt that the majority is not necessarily right, and that there is more than one way of viewing history – and therefore the future as well."

> Prof Fika's own plans for the future did not include Theology from the start – he actually wanted to study Civil Engineering at Wits.

"I have no rational explanation for what happened then, but over a period of three weeks it became increasingly clear that I had to become a minister – my only explanation for it is an inner calling. And that was how the exciting road with the PU for CHE started in 1970."

His student years were definitely exciting. He remembers the day when he and fellow student leader Mr Fritz Kok, who was an NWU council member until recently, had

Prof Fika Janse van Rensburg

to prevent the students of the PU for CHE and the Potchefstroom Teachers' Training College (known as 'Pote') from attacking each other. The dispute was about the 'stolen' statue of an elephant, Diana, which was supposed to stand in front of the Pote's main building!

"The crowd of men was drawn up in battle order behind the main building, armed with hockey sticks and cricket bats, but fortunately Fritz, then student council chairperson of Pote, and I were able to defuse the situation."

#### POLITICAL EVENTS

On the political front, too, there were stirring events in those years.

As a young Greek lecturer at the PU for CHE, Prof Fika and the vice-chancellor, Dr Theuns Eloff (then chairperson of the students' council) were involved in the Koinonia declaration that was issued in 1977 – shortly after the death of Steve Biko in prison.

"This declaration was a Biblically motivated appeal to the government, in the person of the Minister of Police, not to ignore clear Biblical principles in combating terrorism," Prof Fika says.

"The declaration received high praise overseas, but here, including from the Council and the rector of the university at the time, we received serious warnings and there were even threats of dismissal. From the side of the security police there was a visit by two men to my home, with a not-so-cryptic warning that, if I loved my wife and our three-year-old son, I had to stop my 'nonsense'."

#### **CHAMPION OF WOMEN**

Just as he took a strong stand politically at the time, Prof Fika also made his position on the role of women in the church very clear.

For example, he does not agree with the decisions by the General Synod of the Reformed Churches in South Africa decreeing that female



members may serve as deacons, but not as elders and ministers.

"I am lobbying through church channels for this – in my opinion – injustice to be corrected in that the churches in Synod will decide together not to bind the conscience of the congregations in this matter any further," he says.

#### LIKE A ROCK

Prof Fika's firm principles on matters close to his heart are closely linked to his name, Fika, which means rock or beacon in Sesotho and is short for the plural "Mafika".

In addition to his "Afrikaans" names – Johan Jacob – that he inherited from his paternal grandfather, he also inherited his Sotho name, Fika.

"To me it is an inherited name that I have been called since my childhood, but my grandfather earned it. As a 10-year-old boy he had to tend the sheep from the concentration camp at Heilbron during the Second Boer War. To enable him to see the sheep in the tall grass, he stood on large rocks, and was thus given the name of 'Rock Man' or 'Beacon Man'."

Prof Fika says he feels completely at home on the NWU's Mafikeng Campus, as – according to him – its name means 'Mafika's place', or the 'Place of stones'.

#### FROM FARM CHILD TO STUDENT

The young Rock Man, Prof Fika, grew up on a farm between Standerton and Greylingstad.

The apple of his eye: Prof Fika Janse van Rensburg and one of his grandchildren, Kobie, takes Korrel – also a full-fledged member of the family – for a walk.

He remembers well how he worked on the farm with his father and swam in the Waterfall River with his brother, Danie, when it was in flood.

His student years, which he started in 1970 as a first-year student at the PU for CHE, also hold good memories. "At the time there was less participative management, and the rec-

tor's word was law – not only to the students, but to the staff as well."



Yet, he says, students are still students. While he was house master of the Karlien women's residence from 1987 to 1997, he realised they were still "naughty in a good way".

"This type of naughtiness requires creativity and even visionary abilities, which are needed by our country. And those who are naughty in a bad way are only a handful who can still develop into good people with empathetic discipline and attention."

Good people, he calls them, strong people – like Prof Fika himself, who can stand like a rock if required.

## Other interesting facts:

**My favourite dish:** Pap and wors, or bacon and eggs.

**My favourite authors:** André P Brink and Deon Opperman.

**My favourite animals:** A Great Dane called Korrel.

**My favourite holiday:** At a beach where I can ride the waves, or in the mountains with the prospect of a hike and a panoramic view from a mountain top.

This makes me laugh: A Mr Bean movie. I would like to talk to this famous person: The author of the 1 Peter letter – but that will have to be postponed for a while.

**My family:** My wife's name is Sunette. We have three children and two grandchildren, with a third on the way.



Destined for big things: Prof Fika as a Grade one learner at the 'Laerskool Val' in the Standerton district in 1958.

## A deep connection

Prof Fika has had a long association with the Faculty of Theology. In addition to the fact that he studied there, he also lectured there for a long time.

His first appointment was as full-time temporary lecturer (1973-1974), and from 1975 to 1980 as junior lecturer, and later as lecturer in Greek. After he had completed his theological studies, he also obtained his doctorate in New Testament Studies here at the end of 1980.

After a two-and-a-half-year stint as a pastor in Frankfort, he returned to the Theological School as professor of Theology in May 1983 and in 2010 he became the dean of the NWU's Faculty of Theology.

The fact that the faculty's student numbers have dropped from 650 to 560 over the past few years he attributes largely to a declining economy.

Fortunately the reformatory basis of the faculty attracts much more than the current 10% of students who want to become reformed ministers, with more than 20 other denominations or theological training institutions that present the faculty's programmes.

In addition, a large percentage of the faculty's current undergraduate contact students are not prospective ministers or pastors, but pastoral counsellors.

This study field, Prof Fika believes, will grow considerably over the next few years.



## Focus on... Work-life balance and happiness

As we approach the end of the year, energy levels are falling, deadlines are looming large and time is running out. We asked Dr Shelley-Ann Williams, Manager: NWU Wellness, for some advice about work-life balance and how it is connected with happiness and a fulfilling life.

## **Q:**What is the concern for work-life balance and happiness?

A: The workplace is changing fast. Employees across economic sectors are under pressure to perform, and so are their employers, mostly because of the tough economic climate.

In these circumstances, it is very easy for employees to be so caught up in the demands of their careers that they possibly lose sight of other responsibilities in their personal lives.

Research has shown that when employees are overwhelmed by the demands of their work, their health can suffer and they can experience burnout.

Reversing these negative effects through various interventions is quite a challenge, but it can be done. The key is to achieve work-life balance which has been shown to facilitate overall happiness.

Work-life balance means finding a satisfactory level of involvement or "fit" between the multiple roles in a person's life (Hudson, 2005). Happiness is possible if the individual can achieve this integration.

## **Q:** Is happiness then the same for all people?

A: Developmentally, happiness is said to be U-shaped, with people in their middle age being at the bottom of the curve, given their many challenges to balance their life aspects, while younger and older people are at the top of the curve.

According to research, happiness is also high among people with lots of friends (extroverts), women, people who are married rather than single, the healthy as opposed to the ill, and so on.

**Q:** There are controversies about the construct of work-life balance – any comments?

A: The controversy seems to arise from the possibility that balance itself is a matter of individual orientation: what is balance for one person does not necessarily constitute balance for another.

Some authors challenge the work-life balance construct and call it a myth.

Gail Blanke, who wrote the book *Tales of People Who Get IT*, says that 'Work and life are completely integrated'.

However, what is known from research is that people who live a more balanced life are healthier and perform better in the workplace.

At the same time, work-life balance may also be differentiated by the level of responsibility that individuals have in their work.

Roles of executives are often information driven, which means that smartphones and lpads are constant 'companions', even when they are at home. This may be less so for other levels of employees.

## **Q:** So when does work-life imbalance occur?

There are different aspects to life such as the physical, spiritual, emotional, social, economic and financial.

Work-life imbalance arises if one of these aspects, for example work and employment, exercises more pressure on the individual so that other aspects are neglected.

For example, caring for an ageing parent may affect work attendance. Alternatively, a parent-teacher meeting may clash with a work commitment after hours.

The solution seems to be to find a way to integrate these different aspects of life.

## **Q:** What are the typical signs when people feel that they are unable to balance work and life demands?

**A:** Thomas J Denham identifies some of the following effects:

- Feeling that you are merely trying to get through the day.
- Barely making it to the end of the week.
- Feeling that you are on the never-ending merry-go-round of life and just wanting to get off.
- Feeling like you are falling behind and never catching up in the game of life.

## **Q:** What tips can you suggest for worklife balance and a happier and healthier life orientation?

A: Jen Uscher suggests the following:

- Schedule time with your family and friends and activities that help you recharge.
- Minimise the time you spend on activities that don't add value to your career or personal life.
- Leave time in your daily schedule to deal with the unexpected.
- Exercise it may ultimately help you get more done by boosting your energy level and ability to concentrate.
- Where possible, find help for any of your time-consuming household chores or errands. However, if working in the garden energises you, then work it into your daily activities.
- Relax gradually build more activities that you like and are important to you into your schedule.

#### **Q:** Does this work for everybody?

A: No, techniques that work for some may not work for others.

Keep your own situation in mind and remember that achieving work-life balance is a gradual process and that some techniques become more effective with time and practice (Thomas J Denham).



## Plans for **engineering programmes**

As part of its transformation agenda, the Mafikeng Campus is planning to have three new engineering programmes in its qualification mix.

The three programmes – Agricultural Engineering, Transport Engineering and Computer Engineering – will form part of the Faculty of Agriculture, Science and Technology (FAST).

A substantial amount of work has already gone into preparing for the Agricultural Engineering programme. In 2010 the faculty, led by the former dean, Prof Mashudu Maselesele, was invited to the University of Naples where a Memorandum of Understanding was signed in which the University of Naples committed to

give support in capacity development through exchange programmes.

Most of the campus's existing agriculture courses will feature prominently in the new Agricultural Engineering programme.

The campus already has Transport Economics as a programme and is currently producing strong master's and PhD students in Computer Science, although more focus needs to be on the engineering side.

By including these programmes in the campus curriculum, the campus aims to develop a critical mass of engineers who will be familiar with a rural environment.



Crazy about sport: Mr Rick van Rooyen, sports manager on the Mafikeng Campus, is an accomplished sportsman, achieving great heights in indoor cricket and Ju-Jitsu.

### Rick is a **multitalented** sportsman

r Rick van Rooyen, sports manager on the Mafikeng Campus, is a seasoned sportsman and has various accomplishments under his belt.

Rick has been playing indoor cricket for 15 years and has represented the North West Province and Western and Northern Gauteng at various indoor cricket tournaments. "I have been fortunate enough to be selected for the national side in both the mixed and men's categories in various age groups," says Rick.

All sportsmen aspire to ultimately represent their country at international level. At Indoor Cricket South Africa's national tournament in Shelly Beach in June this year, Rick was selected as the National Masters Men's captain to tour Sri Lanka in October.

"I am grateful for the talent that God has given me and the opportunity to still be able to play sport competitively," he says about this achievement.

According to Rick, indoor cricket is definitely not inferior to outdoor cricket – in fact, many outdoor players have played indoor cricket. "Tertius Bosch, Andrew Hall (indoor cricket national men's open captain) and Jonty Rhodes all acknowledged that indoor cricket assisted them with their overall performance, and fielding in particular."

In addition to being an experienced indoor cricketer, Rick is also an avid Ju-Jitsu follower and boasts a Morganti Ju-Jitsu Black Belt.

## Campus celebrates women

n conjunction with the office of the Chief Justice of the Republic of South Africa, the Faculty of Law hosted a Women's Month Junch-time address on 14 August.

The lunch was in celebration of national Women's Day and Month in August, celebrated annually in South Africa as a tribute to the thousands of women who marched to the Union Buildings on 9 August 1956 in protest against the extension of Pass Laws to women.

The address was delivered by Justice Monica Leeuw, Judge President of the North West High Court. Also attending were the rector, Prof Dan Kgwadi, the dean of students, Dr Sammy Thekiso, the dean of the Law Faculty, Prof Melvin Mbao, as well as other staff members and law students.

According to Prof Melvin, the lunch was also aimed at motivating female law students.

"We believe that bringing people of Justice Leeuw's calibre to talk to our female students will inspire them to greater heights," says Prof Melvin

In her address, Justice Leeuw spoke at length about the challenges that confront the South African justice system, particularly with regard to female practitioners. She encouraged the approximately 60 female students who attended the event not to look down on themselves as future law enforcers. "The legal fraternity is predominantly male and there is a gap that we need to close as women of this country," she said.

Justice Leeuw, who is also an LLB graduate and a former lecturer from the Mafikeng Campus, assured everyone that she was confident in the quality of graduate being produced on the campus.

An empowered woman: Justice Monica Leeuw, Judge President of the North West High Court (centre), addressed various staff members and students of the Mafikeng Campus in celebration of Women's Month. With her are Prof Dan Kgwadi, the campus rector (left), and Prof Melvin Mbao, the dean of the Faculty of Law.





Versatility is key: Prof Tommy du Plessis is now the chairperson of the Afrikaanse Handelsinstituut (AHI) in the North West Province.

## Prof Tommy is a versatile director

Prof Tommy du Plessis, Director of the Potchefstroom Business School (PBS), was recently elected chairperson of the Afrikaanse Handelsinstituut (AHI) in the North West Province.

He has been serving on the leadership council of the AHI, which is an Afrikaans business grouping, for the past year. According to Prof Tommy, it is essential for the PBS to become involved with the AHI in order to better serve the broader North West community.

"For the PBS it is also a special community project, particularly because it directly affects the PBS's activities."

The AHI North West Province is responsible for the following chambers of commerce: Potch-Tlokwe Business Chamber, Klerksdorp Business Chamber, Lichtenburg Business Chamber, Rustenburg Business Chamber, Brits Business Chamber and Wolmaransstad Business Chamber. They also plan to revive the smaller towns' business chambers in the near future.

The focus areas of the AHI North West Province are:

- Local Economic Development (the portfolio of Mr Theo Venter, part-time lecturer at the PBS and adviser in the office of the vice-chancellor),
- Entrepreneurship Development (the portfolio of Prof Renier Jansen van Rensburg at the Faculty of Economic and Management Sciences),
- Tourism (the portfolio of Ms Mia Spamer from the Potch-Tlokwe Business Chamber).

The vice-chancellor, Dr Theuns Eloff, is currently the national president of the AHI.

## Potch professors publish trailblazing books

Two professors from the Potchefstroom Campus, each assisted by a team of co-authors, have published two exciting books.

Prof Hans de Ridder, director of the School of Biokinetics, Recreation and Sport Science, is one of four international authors who have just published a new edition of a world-renowned kinanthropometry textbook titled *International Standards for Anthropometric Assessment*.

Kinanthropometry is a branch of anthropometry, which is the study of human body build and measurements in relation to human movement.

The book is used in more than 50 countries in the training of anthropometrists and is currently being translated into seven other languages, including Spanish, Portuguese and Modern Chinese.

Prof De Ridder, one of only four anthropometrists in the world, was also responsible for taking the approximately 80 photographs used in this book. Most of the 'models' in the textbook are NWU students.

Prof Nico Smit of the School of Biological Sciences and three co-authors compiled the book *The Story of Life and the Environment: An African Perspective*.

According to Prof Nico, their aim was to publish a book that would appeal to the general public, but would also be a good textbook for students. The book involves the ecology of the southern hemisphere and is illustrated with more than 700 photographs, each telling its

own story. According to Struik Nature Publishers, this book project is the most ambitious one they have attempted to date.

The Afrikaans translation of the book will appear next year.

## Ellen says goodbye after 27 years



## All systems go for River fm



he Vaal Triangle Campus is one step closer to realising its dream to have an operational radio station on campus.

This follows written confirmation from the Independent Communications Authority of South Africa (ICASA) that the proposed name for the station, River fm, has been approved, as has the application to register for a Community Low Power Sound Broadcasting Service licence.

According to Mr Itumeleng Bahetane, the radio station manager, it is important to note that although the licence has been granted, it will only be formally issued after the station has complied with certain signal distribution requirements.

"After we address the issue of compliance, we can start recruiting students to fill the various positions within the station," says Itumeleng, adding that River fm will be a vital link in the student communication framework on the campus.

The radio station, together with the student e-newspaper, Student 24/7, will team up to

ensure that the campus community is informed about happenings on the campus and elsewhere in the world.

Once River fm has been finalised, all three NWU campuses will have their own student radio station. PUKfm is the radio station on the Potchefstroom Campus and NWU fm is broadcasting on the Mafikeng Campus.



Tuning in: Mr Itumeleng Bahetane, radio station manager, is looking forward to fill the air waves with the sound of River fm.

## Lecturer makes her debut **on a high note**

n a musical showdown watched by viewers across South Africa, Ms Clarise van Vuuren from the School of Economic Sciences made her television debut on a high note.

This Entrepreneurship lecturer was a contestant in the popular quiz show, *Musiek Trivia* on the KykNet channel. Her opponent was the formidable and well-known Daantjie Badenhorst, a translator at the University of Pretoria and a freelance music critic.

In the end, Daantjie proved to be the luckier contestant and walked away the victor. However, Clarise was a worthy opponent and won a R5 900 cash prize. "I am looking forward to using the prize money on a trip to Europe at the end of the year," she says.

Clarise had initially set her sights on auditioning for the *Noot vir Noot* game show but after being informed that the same production team is also responsible for *Musiek Trivia*, she decided to "test the waters" and take part in the latter. Little did she know that she had also passed the *Noot vir Noot* audition and will grace our television screens in the next season of the show. The episode featuring Clarise will be filmed in November this year.

Musiek Trivia not only tests contestants' knowledge of music but also focuses on the backgrounds of artists and songs ranging from the 1950s to the 1990s.

Music fundi: Ms Clarice van Vuuren from the School of Economic Sciences is a formidable music expert and showed her mettle on the popular music quiz show, Musiek Trivia.



### Protection Services to the rescue

The prompt response of Campus Protection Services (CPS) recently prevented a vehicle from being destroyed by fire.

The vehicle, belonging to a student, was parked next to Building 12 when a security guard on duty noticed smoke and flames coming from it. He immediately notified the control room and within three minutes a team from Protection Services – all trained in fire

fighting and emergency evacuation – arrived on the scene.

By this time a crowd of onlookers had gathered around the vehicle and Mr Neels Rossouw, CPS supervisor, had to intervene and direct the students away from the burning vehicle. The fire was successfully extinguished. According to a post-fire inspection, it was probably caused by an electrical fault in the dashboard.



Rapid response: Instant action by Campus Protection Services saved this car from going up in smoke.

## Meet some of our new council

In the previous issue of Eish! we introduced the new deputy chairperson of the NWU Council, Mr Simon Mohapi. Although the election processes for the Council are still underway, a few new Council mem-

#### COMPOSITION OF THE COUNCIL

The NWU Council has a total of 30 members and is constituted as follows:

- Four members appointed by the Minister of Higher Education and Training.
- Four members elected by the NWU Convocation.
- Four members representing donors.
- Four community representatives.
- Four members elected by the NWU Senate.
- Two members of the executive management (the vice-chancellor and the viceprincipal).
- Two campus presidents of the Student Representative Council (SRC).
- Two academic staff members who are not part of the Senate.
- Two members of the NWU support or administrative staff.
- Two members with specific special expertise.

To date, five new appointments have been made: three ministerial appointments, one appointment representing the donors, and one appointment representing the NWU Convocation.

Two current Council members have also been re-elected for a second term.

If everything goes according to plan, the election procedures for the Council will be concluded by November this year. Watch Eish! for more information.

The Minister of Higher Education and Training has appointed the following three Council members:

bers have already been appointed or re-elected.







MR ALEX MASHILO



**DR JOHANNES TSHIFULARO** 

The new Council member representing donors is Prof Debra Meyer, while the NWU Convocation has elected Adv Marlizé Kruger to represent it on the Council.



PROF DEBRA MEYER



ADV MARLIZÉ KRUGER

The two members who have been re-elected are Prof Elmarie van der Schyff (academic staff member not part of the Senate) and Ms Marthie Claassens (council member with specific special expertise).



PROF ELMARIE VAN DER SCHYFF



MS MARTHIE CLAASSENS

Pick and choose from these corporate items, wide range of corporate gifts, varying from pencils, pens and pashminas to memory sticks, ties and bags, is available at the Institutional Office. These items are particularly popular among staff who need gifts for events such as conferences in South Africa and overseas. These ties are also availinese in blue, mayorn Lip balm and this with LIP DOWN MEN LAWOY CHES, for instance for con ence attendees.

Have a look at the catalogue with corporate items on the intranet or view examples in the display cases in the foyer of the Institutional Office.

Many of these items are small and light and therefore very suitable when staff have to fly anywhere.

The prices also vary from relatively cheap to more expensive.

On the one hand, for example, there are pencils at R2 each, or cardboard folders at R14 each, and on the other hand there are more durable, elegant gifts such as leather and canvas bags (hand-made by a community project) at R250 each.

Except for the ties and pashminas, which are available in the campus colours and the silvergrey of the Institutional Office, the other gifts are not campus specific but display the general NWU brand.

The overall management of the corporate items is part of the responsibilities of Ms Lindi Cameron, the NWU's brand manager.

Ms Evelyn Sebidi from Corporate Affairs and Relations handles the sales of corporate gifts, which are displayed in glass cases in the foyer of the Institutional Office (C1 building). If staff want to order large quantities of certain items, she will help them to make contact with the suppliers directly.

A catalogue listing the items available is available on the intranet. Go to the landing page of the intranet, click on *NWU Brand Identity* under *Useful Resources*, then select *Catalogue: Corporate items* under the quick index of the page.

Enquiries about corporate gifts can be directed to Evelyn at x994897.

# NWU experts know their stuff

Members of the NWU recently once again shared their expertise with the community on different occasions – be it during speeches or in interviews with the media. In this on-going series, we would like to share the following quotes with our readers.

It is of major importance to the success of South Africa's proposed nuclear energy programme that organisations that intend participating in the programme characterise the RSA's core business environment and have an in-depth understanding of it. This business environment is shaped by the collective contribution of all stakeholders. It is a dynamic and extremely complex process. Prof Piet Stoker, Centre for Research and Continuous Engineering Development,

To many people, sports achievements are an affirmation of their own identity. People form very strong associations with sports teams, and when a national team is involved, that association is so much stronger. Therefore, when South Africans perform well and this is global news, it feels at a certain level as if we are also receiving recognition.

Prof Karel Botha, School of Psycho-Social Behavioural Sciences, Potchefstroom Campus e-NWU-Pukke, 7 August 2012

The financing formula definitely made a difference in the growth in South Africa's research outputs. The entire management environment of the NWU also changed and made a positive contribution. Our Mafikeng Campus increased its research outputs dramatically. Where the campus to all intents and purposes provided no outputs in 2005, it currently compares well with CPUT.

Prof Lukas Venter, Research Support, Institutional Office



Sexual abuse is, in most instances, associated with the stigma of rejection. Women who have been sexually abused by their own often do not want to come into the open because they do not want to be rejected by their families.

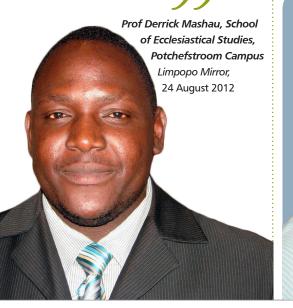
Potchefstroom Campus

on Systems Engineering

South Africa Conference,

International Council

27-29 August 2012



Hayfever is the body's immune response to a specific agent or substance in the environment that causes a reaction in some people. When a child predisposed to an allergic reaction comes into contact with a specific allergen (pollen from trees and grasses in the hayfever reaction), his body mistakenly views it as a dangerous invader and his body churns out antibodies that trigger the release of histamine and other chemicals to fight off the invader. The result is an allergic reaction of running nose, watery eyes, sneezing, coughing or wheezing.

Ms Liana Horn, School of Pharmacy,
Potchefstroom Campus
Your Baby and Toddler, 1 September 2012

## People walking the extra mile

The extra mile mailbox is overflowing and it's wonderful to see such enthusiasm! Although the code of ethics was accepted only recently, it is clear that many of our colleagues are already applying its guidelines in their daily work.

Financial Department on the Mafikeng Campus, always provides help and support wherever she can. "Segomotsi works specifically with student accounts, and goes out of her way to make sure that all financial issues are resolved and finalised. She is an example to us all," says Mr Ndou Humbulani, an accountant in the same department.

Ms Lynette Tolmay, an administrative officer with Protection Services on the Potchefstroom Campus, would like to use this chance to recognise Ms Zonia Nel, a creditors clerk in Financial Administration in the Institutional Office. "Zonia is always prepared to help with account enquiries and has even been willing to come and help us in our office," says Lynette. "A very big vote of thanks to Zonia for her helpfulness, friendliness and professional conduct."

Another staff member who deserves an accolade is Ms **Joyce Mokaila**, secretary in the School of Management Sciences on the Mafikeng Campus. Ms Revelation Mokgele, a senior lecturer in the Industrial Psychology Department in this school, has high praise for her excellent service and ever-present smile. "Joyce really walks the extra mile, and many more. After we had attended an international conference recently, she even called over the weekend to make sure we had all arrived safely. Thank you, Joyce!"

Mr Attie Engelbrecht, a lecturer in the School for Curriculum-based Studies on the Potchefstroom Campus, takes the opportunity to nominate two staff members. According to him, Ms Marian Roscher, faculty adviser to the Faculty of Education Sciences, and Ms Annelien Beckley, programme coordinator of the school, are two colleagues who really make a difference.

"Marian is simply a tower of strength – she likes to share her wide knowledge and experience of the administration of different programmes with her colleagues and students," says Attie. "She is always willing to help, even after hours and even if she is snowed under with work."

He also commends Annelien for going beyond the call of duty. "She also goes out of her way to keep study guiderelated administration away from the lecturers' desks. She is always friendly, provides instant feedback and is always prepared to help, even if the task has no bearing on her job description. Thank you, ladies!"

Sister Myra Mothibi, a professional nursing sister at the Healthcare Centre on the Mafikeng Campus, is

Ms Segomotsi Rankokwadi, assistant accountant in the another shining example of service in action. "Sister Myra always goes out of her way to help others. She is always friendly and courteous to her patients and does thorough examinations to ensure that they are treated in the best possible way," says Ms Kagiso Montshioa, an assistant at the Mafikeng Library. "Sister Myra does not stick to set working hours and goes home only after she has assisted all her patients. She is truly a formidable woman," says

> Ms Annette Willemse, corporate communications officer in the Marketing and Communication Department on the Vaal Triangle Campus, wants to nominate Mr Chuku Taole, a helpline assistant, and Mr Jan Erasmus, a consultant – both in the Information Technology Department on the campus. "Without the energetic service and skills of these two extra milers, I – and I believe numerous colleagues as well – would be lost," she says. "I regularly send them running around with strange requests – thank you for your friendliness and willingness to help!"

> The hard work of Mr John Nchoe, faculty administrator for the Faculty of Human and Social Sciences on the Mafikeng Campus, does not go unnoticed. "John gives 100% in his service delivery to the university and its staff and students. He is always friendly and good natured and completes his daily duties with a smile and a level of professionalism that not many people succeed in achieving," says Mr Kiran Odhav, a senior lecturer in Sociology and Indigenous Knowledge Systems on the campus. "John, you really deserve a pat on the shoulder from all your colleagues."

If you want to nominate a colleague who walks the extra mile when doing his or her daily tasks and follows the guidelines of the code of ethics, send an email to marelize.santana@nwu.ac.za. Remember to indicate your own job title and department and that of the person whom you are nominating.

IAN ERASMUS

















## And the winners are...

Congratulations to the following colleagues who each won a corporate gift:



**Institutional Office:** Ms Cathy Crous, secretary, Deputy Vice-Chancellor: Research, Innovation and Technology



**Mafikeng Campus:** Ms Mary Tlhapi, secretary, Marketing and Communication



**Potchefstroom Campus:** Ms Jacobie Fourie, secretary, Lecturer and Teaching Development: **Academic Support Services** 



Vaal Triangle Campus: Ms Annette Murray, administrative assistant, School of Basic Sciences

We would like to thank everyone who participated. If you were not so lucky the first time, here is another opportunity to take part in our exciting competition:

You can win a corporate gift – just find the answers to the following 10 questions!





Identify the close-ups and provide the relevant page numbers:





- 6. What is the new pay-off line of the NWU?
- 7. What is the purpose of the code of ethics?
- 8. Who delivered the address during the Women's Month lunch that was held on the Mafikeng Campus?
- 9. What will be the name of the Vaal Triangle Campus radio station?
- 10. Who handles the sales of corporate gifts in the Institutional Office?

#### **SEND YOUR ANSWERS TO:**

Post: Marelize Santana, Internal box 260. Email: marelize.santana@nwu.ac.za with Eish! in the subject field. Remember: Please supply your staff number, title, name, surname, job title, and the name of your division and campus.

The first correct entry per business unit that we receive, will win a prize!

# Not vir Noot: NWU's Roxanne exchanges music notes for banknotes



Striking the right chords: Ms Roxanne Bailey says she has nearly 100 DVDs, but her greatest pride and joy is her collection of 550 LPs and three record players.

Roxanne Bailey of the Potchefstroom Campus sang high and low notes in testing her knowledge of music notes, and in the end collected more than R200 000 in banknotes.

Roxanne, a junior researcher at the SANPAD project in the School for Curriculum-Based Studies in the Faculty of Education Sciences, amazed everyone with her musical knowledge when she hit the jackpot in the well-known TV programme *Noot vir Noot*.

A friend persuaded her to participate, and after a successful audition, she took part in her first programme on 11 May this year. She made it through to the semi-finals on 20 July, and then on 10 August became the overall winner.

She gives the credit for this triumph to her parents for having exposed her to a wide variety

of music since she was a little girl. "I also have great friends who are music experts and who helped to build my knowledge of music," she says. "For example, one of my friends gave me more than 500 long-playing records (LPs)."

Although she does not really sing, she plays the piano, bass guitar and guitar. One of her favourite songs is "Non, je ne regrette rien" by Edith Piaf, and her favourite singer is Amanda Strydom, because "there is no-one more versatile than Amanda".

What is she going to do with all those crisp new banknotes? "I am far too young to make wise decisions, so I will invest the money until I have more experience of life," she says. She would also love to take part in a programme like *Noot vir Noot* again some time in the future



Dr Theuns Eloff, the NWU's vice-chancellor, proudly presents the university's recently adopted new pay-off line, It all starts here. This pay-off line replaces 'Innovation through Diversity' in support of our new brand approach. Read more about this on p 6 and 7.



### **Code of Ethics**

As a member of the North-West University I subscribe to and support the vision and mission of the University and the values it espouses. I therefore commit myself, in all my endeavours:

- To uphold human dignity, to develop the full potential of myself and others, and to practise and promote accuracy, honesty, truthfulness, trustworthiness and loyalty towards the University and all people.
- To seek that which is right and fair as seen from the perspective of the love of God and our love towards others, by showing appreciation for the other, by being open about my own presuppositions, by showing empathy, and by being impartial.
- To uphold everyone's freedom from restrictions, limited only by my duty to protect the freedom of myself and others and my commitment to live out and promote the above values.
- To demonstrate tolerance, patience and self-discipline towards views different from mine, in a spirit of peaceful coexistence, and to stimulate intellectual and personal growth.
- To recognise the potential of and show appreciation for the worth of all with whom I deal and to recognise how they can contribute towards growth.
- To dedicate my intellectual and personal integrity, competence, professionalism and other resources to the achievement of superior outcomes.
- To use my expertise and my areas of specialisation to bring about constructive change in the community and environment, while broadening and deepening my own capacity in order to contribute even more to positive growth.
- To promote intellectual autonomy and critical thinking by upholding and defending the liberty and responsibility of individuals and the University to debate, teach and conduct research without arbitrary interference.
- To hold high expectations of the responsibility of the Council and Management of the University to uphold the dignity of students and staff and to create a sustainable learning and working environment for all.
- To refrain from any conflict of interest detrimental to my relationship with the University, and to declare such interests or conflict in relation to my employment, fiduciary duties, interaction with colleagues and any other facet of my responsibilities.