

2014

ANNUAL REPORT



NORTH-WEST UNIVERSITY[®]
YUNIBESITI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT

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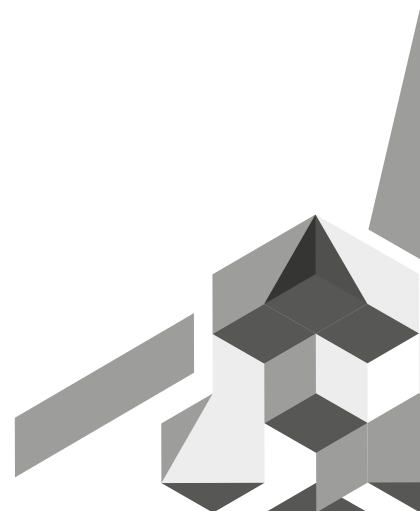
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Note:

The content of the annual report has been restructured strictly in accordance with the Regulations for Annual Reporting for Higher Education institutions (footnotes refer to specifics contained in the Regulations).





[PERFORMANCE ASSESSMENT REPORT]

The North-West University celebrated its 10th year of existence in 2014.

During these ten years, it has pursued the vision to become a pre-eminent university in Africa, driven by the pursuit of knowledge and innovation. The mission according to which all goals and objectives were developed over the years by means of three-year rolling planning cycles was to become a balanced teaching-learning and research university that implements its expertise in innovative ways. This mission was furthermore pursued while the institution lived its values, strived for sound management, and in ongoing pursuit of transformation.

In support of this mission, the strategy has been to increase the quality and quantity of research through focus by means of campus niches, appropriate incentives, as well as capacity building and development. In addition, the strengthening the quality of teaching and learning was continuously done by improved client focus, e-learning, innovation and diversity. The following five mission elements provided the backdrop for the goals and objectives stated in the Institutional Plan for 2014 (*please refer to enclosed CD*):

- i. To drive transformation as an integrated, urgent, fair and well-managed process of fundamental and sustainable change to address institutional inequalities while accounting for the needs of the country and all its people. The NWU does this by empowering people through quality education, world-class research and the meaningful implementation of its expertise;
- ii. To develop, educate and empower through innovative and high quality teaching-learning, well-rounded graduates who are able to think laterally and critically in their service to the country and its people, the continents and the world;
- iii. To develop and maintain high-quality, relevant and focused research, aligned with national priorities, supplying innovative solutions to challenges faced by the scholarly community, the country, the continent and the world.
- iv. To Implement its expertise in teaching-learning and research, both commercially and community-directed, for the benefit of the province, the country, the Southern African region, the continent and ultimately the world.
- v. To position the NWU in the sector as an accountable, effective, well-managed, financially viable and innovative institution, with a strong client focus to enhance the quality of the core business and to ensure sustainability.

These five mission elements had been the driving force since 2008 for the establishment of the North-West University as a worthy provider of higher education in South African that continued to aim to contribute tangibly to the developing South African economy.

In evaluating the achievements in regard of each of the key-performance areas as indicated by the mission elements, over the ten years of existence of the university, it is evident that, although remarkable progress has been made, that much still needs to be done.

The following table derived from data that has been made available nationally in 2014, provides a broad overview of the way in which the North-West University has succeeded over the years to position itself in the sector in regard of the following national benchmarks as metrics:



	2009		2010		2011		2012		2013	
	% of Sector	Position	% of Sector	Position	% of Sector	Position	% of Sector	Position	% of Sector	Position
Government Funding	4.81%	8	5.45%	7	5.47%	7	5.60%	6	5.78%	7
Graduates Produced	9.28%	2	9.84%	2	9.40%	2	8.84%	2	8.55%	2
Un-weighted Teaching Outputs	9.30%	2	9.92%	2	9.50%	2	8.91%	2	8.58%	2
Weighted Teaching Outputs	7.50%	4	7.86%	3	7.57%	3	7.34%	3	7.35%	2
Total Research Outputs	6.81%	6	7.10%	6	6.81%	6	7.33%	6	8.19%	6
Master's Graduates	8.12%	6	7.33%	6	6.59%	7	6.48%	7	7.23%	7
PhDs Graduates	8.91%	6	9.08%	5	7.30%	6	8.20%	6	8.19%	7
Research Publications	4.92%	9	6.01%	8	6.56%	8	7.03%	8	8.35%	6

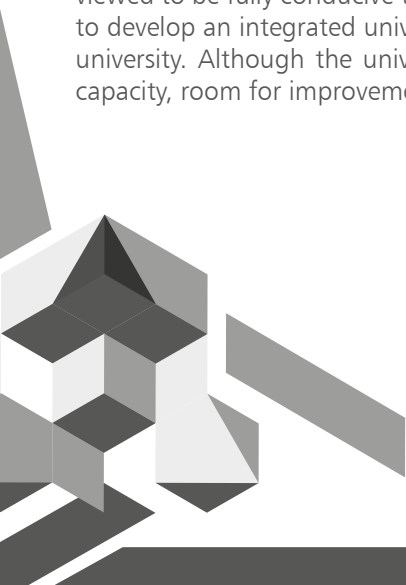
The preceding table indicates that the university has contributed in a steady way over the years to continue to produce a substantial number of graduates, but also that recent initiatives to enhance research, is starting to pay off.

As a means to provide sufficient data for the next ten-year planning phase, an international evaluation panel was appointed by Council and Management to undertake an evaluation early in 2014 of the extent to which the university has succeeded in realising the merger objectives have been accomplished, as well as the extent to which the university mission has been realised during the first ten years of its existence.

The panel worked through an internal assessment document and conducted a large number of interviews with various internal and external stakeholder groups. In addition, the panel also gathered and analysed additional data, both from national and international sources, especially pertaining to research performance, staffing and merger experience.

Valuable feedback was received from the panel, indicating the panel's view that two of the merger objectives were fully met, namely the *building of research capacity* and the *enhancement of sustainability through increased size*. In regard of these elements, mention was made of the ongoing increased research outputs, as well as the sound financial management at the university, and the ongoing infrastructure provision.

In regard of the merger objectives that were partially met, namely the *overcoming of the apartheid-induced divide*, as well as the *building of administrative and academic capacity*, valuable recommendations were made that will be fed into the strategy-revision process of 2015. In this regard, matters such as that the current management structures were not viewed to be fully conducive to achieve transformation goals and to encourage campus co-operation, as well as the need to develop an integrated university culture and identity will guide the planning towards a new vision and mission of the university. Although the university was commended on the good progress made with the development of academic capacity, room for improvement in regard of management capacity was mentioned.



In connection with the *promotion of an equitable staff and student body*, the panel indicated that the university has not met the objective, mainly owing to the fact that racial and gender imbalances continued to persist in staff and student component; thus contributing to the fact that campuses might still be viewed as exclusionary. It also observed that academic staff mobility across campuses had not been actively supported, thus leading to the fact that *deployment and use of academic staff* as a merger objective had not been met.

In respect of the assessment of the extent to which the mission elements have been realised, the university council and management took note that the panel indicated that one of the five mission elements, namely the *implementation of expertise* was regarded as fully met, while four of the five mission elements were viewed to have been partially met.

Also in this regard, valuable feedback was received that will be channelled to the strategy-formation process of 2015. Noteworthy in this regard are the observations that the progress in regard of *transformation* was viewed to be slow and that a single institution-wide oversight role of all *teaching-learning programmes* was lacking. The panel acknowledged the fact that major gains in regard of *research outputs* had been made, but remained critical about the research aspirations of the university. Although the panel indicated that the *management model* served the university well during its years of establishment and has contributed to the stabilisation of campuses during the period of establishment, it observed that the model did not enable the development of a university-wide identity and culture. Finally, the panel commended the NWU with its strong financial management approach and increased financial assistance to students by means of both NSFAS and university funds.

In spite of the fact that a ten years' span is viewed as a relatively short period to assess fully the results of the merger and the realisation of mission elements, this assessment opportunity had been regarded as a fruitful exercise in order to take the university further on its journey.

Council received regular feedback on the key-performance indicators at council meetings; as well as with a mid-year review of the attainment of the 2014 Institutional Plan during the June meeting; and a full appraisal of the extent to which it had been realised at the November meeting.

From the assessment of the 2014-period as presented to Council, and in which each the progress in regard of each of the goals in respect of each of the mission elements have been presented by means of a scorecard, it became evident that a 87% realisation of the 2014 Institutional Plan has been achieved.

MINISTERIAL STATEMENTS ON STUDENT ENROLMENT PLANNING 2014/15 – 2019/20

INTRODUCTION

The university's enrolment plan contains various input and output targets relating to the enrolments according to qualification levels, types of qualifications, major fields of study, and race and gender groups, as well as outputs in terms of success and graduation rates, and research and has been agreed upon with the Department of Higher Education and Training. Specific targets have been negotiated in the scarce skills areas of Engineering, Life and Physical Sciences, Human Health, Animal Science, Veterinary Science, and Teacher Education.

The approved enrolment plan not only forms the basis for the DHET's allocation of the teaching input subsidy that is provided to the sector, but is also used by the Department, in conjunction with the plans submitted by all the universities, to plan the size and shape of the sector, to plan and monitor the sector's performance in the development of high-level skills, especially in scarce skills areas, and to negotiate with the national treasury for funding based on the extent to which the sector performs in terms of student success, graduation rates and research outputs.

The following graphs provide an overview of the performance of the university in regard of each of the planning topics and allude to the actual performance in 2014 in relation to the target for 2014 as contained in the NWU Enrolment Plan, as well as the actual performance in 2013.



TABLE A: FIRST-TIME ENTERING UNDERGRADUATES AND HEADCOUNT ENROLMENTS IN 2013:2014

	Actual	Target	Actual	Projected Average annual increase: 2012-2019	Actual Average annual increase: 2013-2014
	2013	2014	2014		
First Time Entering Undergraduates	8 796	8 640	9 079	6.47%	3.22%
Total Undergraduates	47 137	48 456	49 235	3.84%	5.51%
FTEN as a % of undergraduates	19%	18%	18.25%	-	-
Total enrolment	60 975	66 203	63 135	3.1%	3.54%

When taking into account the above-average actual growth from 2012 to 2013 of 12.08% (from 7 848 to 8 796) the actual annual growth of 3.22% is viewed as acceptable, in light of the annual growth from 2012 to 2014 that was 7.56%.

TABLE B: FTE ENROLMENTS IN 2013:2014

	Actual	Target	Actual	Projected Average annual increase: 2012-2019 according to NWU Enrolment Plan: 2012 - 2019	Actual Average annual increase: 2013-2014
	2013	2014	2014		
Total undergraduate	34 568.3555	36 359	35 983.563	4.03%	4.09%
Postgraduate to Master's level	4876.47	6 308	4767.070	1.71%	-2.24%
Master's	1015	1 052	1013.718	4.41%	-0.13%
Doctoral	573.5596	570	618.458	5.34%	7.83%
Total postgraduate	6465.0296	7 929	6399.246	2.43%	-1.02%
Total enrolment	41 033.3808	44 289	42 382.806	3.76%	3.29%

The lower than expected undergraduate to postgraduate conversion of distance students meant about 800 less enrolments on an Honours- and Masters Level in 2014 as compared to 2013. This can be seen in Table J.

This decrease of 800 students also had an effect on the growth for Postgraduate FTEs as a whole.

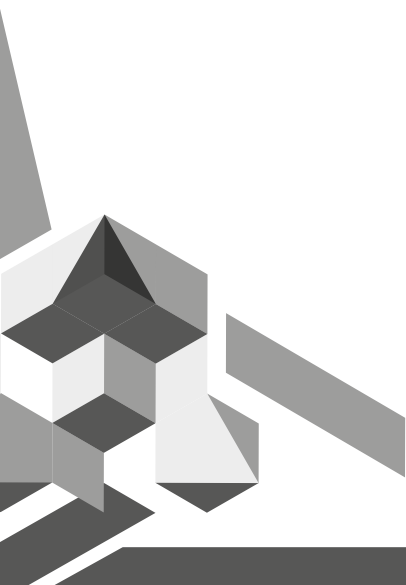


TABLE C: HEADCOUNT ENROLMENTS AND FTES IN FOUNDATION PROGRAMMES IN 2013:2014
C.1. HEADCOUNT ENROLMENTS INTO FIRST-YEAR PROGRAMMES

STATE FUNDED FOUNDATION PROGRAMMES	Head-count intake into first year			Projected Average annual increase:	Actual Average annual increase:
	Actual	Target	Actual		
	2013	2014	2014	2012-2019	2013-2014
Higher Certificate	0	0	0	0%	0%
Diplomas	0	0	0	0%	0%
B Techs	0	0	0	0%	0%
Advanced Diploma	0	0	0	0%	0%
Degrees	1 000	791	831	0.74%	-16.9%
Total	1 000	791	831	0.74%	-16.9%

C.2. UN-WEIGHTED FTES

STATE FUNDED FOUNDATION PROGRAMMES	Un-weighted FTES			Projected Average annual increase:	Actual Average annual increase:
	Actual	Target	Actual		
	2013	2014	2014	2012-2019	2013-2014
Higher Certificate	0	0	0	0%	0
Diplomas	0	0	0	0%	0
B Techs	0	0	0	0%	0
Advanced Diploma	0	0	0	0%	0
Degrees	648.1698	566.3	558.030	1.72%	-13.91%
Total	648.1698	566.3	558.030	1.72%	-13.91%

C.3. WEIGHTED FTES

STATE FUNDED FOUNDATION PROGRAMMES	Weighted FTES			Projected Average annual increase:	Actual Average annual increase:
	Actual	Target	Actual		
	2013	2014	2014	2012-2019	2013-2014
Higher Certificate		0		0%	
Diplomas		0		0%	
B Techs		0		0%	
Advanced Diploma		0		0%	
Degrees	1000.366	1025.8	871.5	3.21%	-12.88%
Total	1000.366	1025.8	871.5	3.21%	-12.88%

The NWU Enrolment Plan as negotiated with the Department of Higher Education admitted that the university would need to take a more strategic view on foundation programmes in light of the role these programmes have to play in regard of enhancing access to and success in higher education.

The decline in real terms of the enrolments figures in foundation programmes could be attributed to the fact that some foundation programmes, such as the Bachelor's in Theology was not presented any longer as a foundation programme.

**TABLE D: HEADCOUNT ENROLMENTS BY QUALIFICATION LEVEL IN 2013:2014
(CONTACT AND DISTANCE)**

	Actual	Target	Actual	Projected Average annual increase: 2012-2019	Actual Average annual increase: 2013-2014
	2013	2014	2014		
Undergraduate diplomas and certificates	19 197	20 384	21 274	-7.96%	10.81%
Advanced diploma	0	0	0	857%	0%
Undergraduate degrees	27 940	28 072	28 461	6.78%	1.86%
Total undergraduate	47 137	48 456	49 735	3.84%	5.51%
Postgraduate to Master's level	9 595	13 603	8 940	-0.79%	-6.83%
Masters	2 871	2 920	2 919	3.54%	1.67%
Doctors	1 171	1 099	1 341	5.41%	14.52%
Total postgraduate	13 637	17 622	13 200	0.65%	-3.20%
Occasional students	201	125	200	-5.22%	-0.50%
Total enrolment	60 975	66 203	63 135	3.10%	3.54%

**Occasional Student - This is a person who satisfies the statutory requirements for entry into a formally approved qualification offered by the institution, who is effectively registered for an approved course, but who is not registered for an approved qualification.*

Note: Advanced Diplomas only starting in 2015 as per the NWU Enrolment Plan.

The lower than expected undergraduate to postgraduate conversion of distance students meant about 800 less enrolments on an Honours- and Master's Level in 2014 as compared to 2013. (This can also be seen in Table J.)

The average annual decrease (2012-2019) for the undergraduate diplomas and certificates is to be caused by qualifications phasing out from 2015; thus this decrease will not be reflected in the actuals yet.

The average annual increase (2012-2019) for the undergraduate degrees is to be caused by planned distance qualifications phasing in from 2015; thus this increase will not be reflected in the actuals yet.

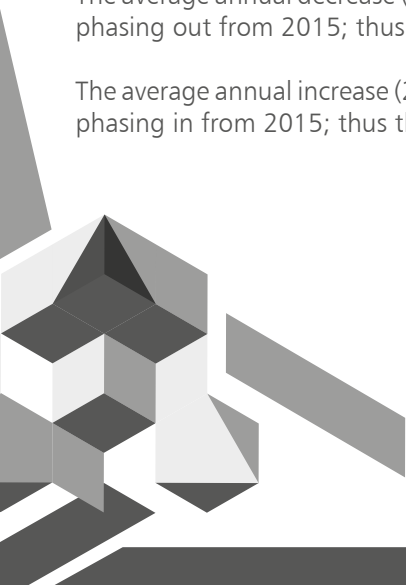


TABLE E: PROPORTION OF HEADCOUNT ENROLMENTS BY QUALIFICATION LEVEL IN 2013:2014

Qualification level	Actual	Target	Actual
	2013	2014	2014
Undergraduate diplomas and certificates	31.48%	30.79%	33.70%
Advanced diploma	0.00%	0.00%	0.00%
Undergraduate degrees	45.82%	42.40%	45.08%
Total undergraduate	77.31%	73.19%	78.78%
Postgraduate to Master's level	15.74%	20.55%	14.16%
Master's	4.71%	4.41%	4.62%
Doctoral	1.92%	1.66%	2.12%
Total postgraduate	22.36%	26.62%	20.90%
Occasional students	0.33%	0.19%	0.32%
Total enrolment	100%	100%	100%

The mix of qualification levels indicates a growth pattern between 2013 and 2014 in the undergraduate diplomas and certificates despite a planned decline. The proportion of undergraduate degrees remained stable across these terms, also despite a planned decline. In spite of a planned increase in the proportion of postgraduate enrolments for 2014, a decline was demonstrated between 2013 and 2014, for reasons not immediately known.

TABLE F: ENROLMENTS BY MAJOR FIELD OF STUDY IN 2013: 2014

Major field of study	Actual	Target	Actual	Projected Average annual increase:	Actual Average annual increase:
	2013	2014	2014	2012-2019	2013-2014
Science, Engineering, Technology	12 324	14 039	12 482.750	7.11%	1.29%
Business / Management	9 857	9 766	10 210.500	4.69%	3.59%
Education	26 542	29 285	28 379.333	0.27%	6.92%
Other humanities	12 252	13 112	12 062.417	2.91%	-1.55%
Total	60 975	66 203	63 135	3.10%	3.54%



The planned average annual increase (2012-2019) for the SET and Business/Management enrolments would be effected by planned distance qualifications phasing in from 2015, resulting in the fact this increase will not be reflected in the actuals as to yet.

The planned average annual decrease (2012-2019) in the fields of Education and other Humanities is motivated by qualifications phasing out from 2015, resulting in the fact that this decrease will not be reflected in the actuals yet. The planned decrease is in line with the planning as per the NWU Enrolment Plan.

TABLE G: PROPORTION OF ENROLMENTS BY MAJOR FIELD OF STUDY IN 2013:2014

Major field of study	Actual	Target	Actual
	2013	2014	2014
Science, Engineering, Technology	20.21%	21.21%	19.77%
Business / Management	16.17%	14.75%	16.17%
Education	43.53%	44.24%	44.95%
Other humanities	20.09%	19.81%	19.11%
Total	100%	100%	100%

The preceding table makes it clear that much still needs to be done in order to work in a planned way towards an optimal proportion of enrolments in the major fields of study; especially in regards of more enrolments in the Science, Engineering and Technology fields of study in which the actual enrolment figures for 2014 points to a further decrease.

TABLE H: CONTACT AND DISTANCE ENROLMENTS IN 2013: 2014

	Actual	Target	Actual	Projected Average annual increase:	Actual Average annual increase:
	2013	2014	2014	2012-2019	2013-2014
Contact	36 195	36 978	37 193	3.56%	2.76%
Distance	24 780	29 225	25 942	2.44%	4.69%
Total	60 975	66 203	63 135	3.10%	3.54%

TABLE I: PROPORTION OF DISTANCE EDUCATION ENROLMENTS IN 2013:2014

	Actual	Target	Actual
	2013	2014	2014
Contact	59.36%	55.86%	58.91%
Distance	40.64%	44.14%	41.09%
Total	100%	100%	100%

It is evident from the preceding two tables that, conversely to a marginal increase planned in regard of contact students between 2013 and 2014, a steep increase in distance students was planned. The latter did not realise. However, it is noteworthy that enrolment mix is already close to the target set by NWU Enrolment Plan that had set an

aim of 60.4%:39.6% mix in regard of the ratio between contact and distance students. The real enrolment figures for 2014 already indicated the realisation of 58.91%:41.09% ratio.

TABLE J: DISTANCE ENROLMENTS PER QUALIFICATION LEVEL IN 2013:2014

Qualification level	Actual	Target	Actual	Projected Average annual increase:	Actual Average annual increase:
	2013	2014	2014	2012-2019	2013-2014
Undergraduate diplomas and certificates	18 058	19 403	20 264	-9.33%	12.21%
Advanced diplomas	0	0	0	246.54%	0%
Undergraduate degree	971	742	757	34.95%	-22.04%
Total undergraduate	19 029	20 145	21 021	3.34%	10.47%
Postgraduate to Master's level	5 680	8 867	4 863	-1.30%	-14.38%
Master's	21	99	16	43.04%	-23.81%
Doctoral	45	114	40	23.05%	-11.11%
Total postgraduate	5 746	9 080	4 919	-0.30%	-14.39%
Occasional students	5	0	2	-100%	-60%
Total enrolment	24 780	29 225	25 942	2.44%	4.69%

Note: Advanced Diplomas only starting in 2015 as per enrolment plan

The planned average annual decrease (2012-2019) for the undergraduate diplomas and certificates is to be caused by qualifications phasing out from 2015; thus this decrease will not be reflected in the actuals yet.

The average annual increase (2012-2019) for the undergraduate degrees is to be caused by planned distance qualifications phasing in from 2015; thus this increase will not be reflected in the actuals yet.

However, the table also points to the fact that the planning for 2014 in regard of postgraduate enrolments might have been a miscalculation. The deviance between the planned target and the actual realisation makes clear that the planned increase might have been too steep.

TABLE K: GRADUATES PER QUALIFICATION LEVEL IN 2013:2014

Qualification level	Actual	Target	Actual	Projected Average annual increase:	Actual Average annual increase:
	2013	2014	2014	2012-2019	2013-2014
Undergraduate diploma	5 315	5 524	5 250	-11.05%	-1.22%
Advanced Diploma	-	-	0	218.08%	0%
Undergraduate degree	5 624	4 868	5 625	5.32%	0%
Total Undergraduate	10 939	10 392	10 875	3.07%	-0.59%
Postgraduate to master's level	3 576	4 444	3 462	5.90%	-3.19%
Master's	781	671	746	3.18%	-4.48%
Doctoral	168	150	171	4.30%	1.79%
TOTAL	15 464	15 658	15 254	3.85%	-1.36%

Note: Advanced Diplomas only starting in 2015 as per enrolment plan

The average annual decrease (2012-2019) for the undergraduate diploma- and certificate graduates is to be caused by qualifications phasing out from 2015; thus this decrease will not be reflected in the actuals yet.

The average annual increase (2012-2019) for the undergraduate degree graduates is to be caused by planned distance qualifications phasing in from 2015; thus this increase will not be reflected in the actuals yet.

However, it needs to be noted that the output figures from 2013 to 2014 remained fairly constant, although a decline is evident in the diplomas and degrees conferred in the undergraduate diploma category, as well as in the postgraduate-to-master's level, and in regard of master's degrees. The overall total of degrees conferred in 2014 also shows a slight decline from 2013.

It is noteworthy that the planning for 2014 indicates lower targets at both undergraduate and postgraduate levels.

TABLE L: GRADUATES BY MAJOR FIELD OF STUDY IN 2013:2014

Major field of study	Actual	Target	Actual	Projected Average annual increase:	Actual Average annual increase:
	2013	2014	2014	2012-2019	2013-2014
Science, Engineering & Technology	3 132	3 397	3 174.167	5.93%	1.35%
Business & Management	2 699	2 311	2 720.167	2.80%	0.78%
Education	6 756	7 137	6 558.583	3.92%	-2.92%
All Other Humanities & Social Sciences	2 878	2 813	2 801.083	2.12%	-2.67%
Total	15 464	15 658	15254	3.85%	-1.36%

A marginal increase is evident in the number of graduates that have been delivered in 2014 in comparison to 2013. In line with the overall planning, a slight decrease is clear in the Education and Humanities fields of study.

In regard of the planning per the NWU Enrolment Plan, it appears as if fair progress is made from the basis point of 14 669 graduates in 2012 to the planned number of 19 110 in 2019.

It should however be noted that the variances between the planned targets for 2014 and the realisation thereof in all the above instances remain to be not sufficiently aligned.

TABLE M: UNDERGRADUATE OUTPUT TARGETS BY SCARCE SKILL

Scarce-skill area	Actual	Target	Actual	Projected Average annual increase:	Actual Average annual increase:
	2013	2014	2014	2012-2019	2013-2014
Engineering	216	239	227	7.58%	5.09%
Life and physical sciences	461	486	508.75	3.68%	10.36%
Animal and human health	568	391	605.83	3.44%	6.66%
Teacher education	1 085.833	882	1 160.167	9.60%	6.85%

In comparing the above 2014-figures in relation to 2013 a fairly positive picture emerges in as far as the output has increased in respect of all scarce-skill areas. However, in taking the target for 2014 into consideration, and reflecting that against the NWU Enrolment Plan, it becomes evident that the planning for 2014 might not have been optimal in as far as deviances in respect of all scarce-skill categories are evident.

TABLE N: SUCCESS AND GRADUATION RATES IN 2013:2014

	Actual	Target	Actual
	2013	2014	2014
Total undergraduate	85%	84%	86.14%
Postgraduate to Master's level	82%	84%	85.02%
Master's	81%	68%	79.58%
Doctoral	59%	48%	55.26%
Total postgraduate	80%	79%	81.28%
Success rate by course	NA	NA	NA
Graduation rate	25%	24%	24.16%

The above table provides an overview of the success and graduation rates at the NWU and gives an indication that the success rates for undergraduate and postgraduate to master's level have increased from 2013 to 2014. In regard of master's and doctoral students, the success rates have decreased.

As in other instances above, the variation between the target for 2014 and the actual performance is noteworthy – especially in regard of the projected success-rate target for postgraduate studies – and possibly points to the fact that the planning might have been done without taking all relevant aspects into consideration.

TABLE O: HEADCOUNT AND FTE OF PERMANENT INSTRUCTIONAL/RESEARCH STAFF

	Actual	Target	Actual	Projected Average annual increase:	Actual Average annual increase:
	2013	2014	2014	2012-2019	2013-2014
Headcount Instruction/Research Professionals	1288	1331	1342	3.59%	4.19%
FTE Instruction/Research Professionals	1242.75	1425	1285.078	4.67%	3.41%

TABLE P: PROPORTIONS OF PERMANENTLY APPOINTED INSTRUCTIONAL/RESEARCH STAFF IN EACH QUALIFICATION CATEGORY

	Actual	Target	Actual
	2013	2014	2014
Doctoral Degree	50%	51%	52.09%
Master's Degree	31%	33%	29.66%
Other	20%	16%	18.26%
TOTAL	100%	100%	100%

TABLE Q: RATIO OF FTE STUDENTS TO FTE INSTRUCTIONAL/RESEARCH STAFF IN 2013, 2014

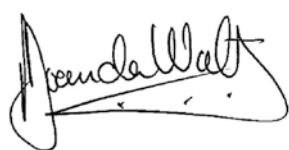
	Actual	Target	Actual	Projected Average annual increase:	Actual Average annual increase:
	2013	2014	2014	2012-2019	2013-2014
Total FTE Enrolled Students	41 033	44 289	42382.806	3.76%	3.29%
FTE Instruction/Research Staff	1242.75	1 425	1285.078	4.67%	3.41%
Ratio of FTE students to FTE Instruction/Research Staff	33.02	31,1	32.98		

TABLE R: RESEARCH OUTPUT IN 2013, 2014

Research output	Actual	Target	Actual	Projected Average annual increase:	Actual Average annual increase:
	2013	2014	2014	2012-2019	2013-2014
Publication Units	1169.54	1 047	1140.39	11.48%	-2.49%
Research Master's Graduates	506	403	506.782	2.09%	0%
Doctoral Graduates	168	150	171	4.30%	1.79%
WEIGHTED TOTAL	2179.54	1 900	2160.172	7.93%	-0.89%

TABLE S: RATIOS OF RESEARCH OUTPUT TO INSTRUCTION/RESEARCH STAFF

Research output	Actual	Target	Actual
	2013	2014	2014
Publication Units	91%	79%	84.98%
Research Master's Graduates	39.29%	30%	37.76%
Doctoral Graduates	13.04%	11%	12.74%
TOTAL	143%	143%	160.96%



MR PJ VAN DER WALT
CHAIRPERSON OF COUNCIL
(until 23 September 2014)



MS I POOE
CHAIRPERSON OF COUNCIL
(from 23 September 2014 to
18 November 2014)





[REPORT OF THE CHAIRPERSON OF COUNCIL]

The North-West University is a unitary multi-campus institution with a single set of policies, systems and standards, and is driven by a set of constitutionally based values, in particular human dignity, equality and freedom. Its vision and mission aim at promoting unity in diversity by inculcating tolerance and respect for different perspectives and belief systems in order to ensure a suitable environment for teaching-learning, research and the commercialisation of expertise.

The period under review was a particularly challenging year for the North-West University at governance level. Nevertheless, the Council is confident that sufficient assurance has been obtained that the university met its obligations in 2014 towards its multitude of stakeholders. In this regard, adherence to legislation and governmental directives and the commitment of Council members, as well as Management, in their exercise of care, skill and diligence, played a major role.

The following matters received particular attention during the execution of the statutory duty of the NWU Council in 2014:

- A new Vice-Chancellor for the North-West University, Prof Dan Kgwadi, was inaugurated, and the Chancellor, Kgosi Leruo Molotlegi, was reinstalled for a second term.
- Some challenging incidents occurred during the orientation of first year students early in 2014. Some offensive symbolism was used by students and isolated incidents of prohibited initiation traditions continued. These incidents were investigated and prosecuted through a disciplinary process. Council appointed an Independent Investigation Task Team to investigate the matter and it reported to Council that there was a need to interrogate the institutional culture of the NWU to ensure that traditions and practices which offend the values of the NWU are eliminated.
- The Council also approved a new code of conduct for council members, as well as several policies and sets of rules that have a direct bearing on members of Council. These include the NWU Conflict of Interest policy.
- A new chairperson and deputy chairperson of the NWU Council were elected and appointed after the early resignation of the previous chairperson for health reasons, and the expiry of the second term of office of the deputy chair.
- Council assessed the degree of progress in regard of the attainment of the 2014 Institutional Plan at its November 2014 meeting; and was satisfied that the university management, under the new leadership of Prof Dan Kgwadi, has laid a solid foundation to continue with the growth trajectory that was established during the first ten years of existence of the North-West University.

2.1 EFFECTIVE ETHICAL LEADERSHIP AND CORPORATE CITIZENSHIP

To add tangibly to authentic governance, the NWU Council and Institutional Management Committee remained committed to the fundamental values of transparency, accountability and ethical leadership in order to ensure sufficient attention to the corporate citizenship responsibility of the North-West University. Institutional strategies to pursue ethical leadership and corporate citizenship not only revolved around advancing the “do-values” at the NWU, and reinforcing the existing NWU Code of Ethics, but also included strengthening the societal fibre of the communities surrounding the campuses of



the university, and working towards social justice. In addition, the mandate of the Research Ethics Committee also added to the pursuit of ethical leadership at the university.

As part of its core business, the NWU continued to drive community engagement in accordance with the HEQC definition. Community engagement remained to be an important link of the university's expertise in teaching and research to community initiatives and processes that address issues relevant to the community. The university remained aware of the importance of volunteerism among the student community in civic service and philanthropy. At the same time, the NWU took a strategic view of community engagement that continually and explicitly linked it with career advancement opportunities, university support for sustainable projects in research, and curricular recognition of service-learning modules.

Council noted that the international panel review of 2014 had commended the university for its commitment to promoting sustainable local and regional development.

Council took notice of the reports submitted by the Audit, Risk and Compliance Committee, the Human Capital and Employment Equity Committee and the Transformation Oversight Committee to determine the extent to which the NWU had succeeded to adhere to codes of good practice relevant to ethics management, as well as relevant legislation, such as the Employment Equity Act and the Broad-Based Black Economic Empowerment Act in order to continue to create a climate conducive to social justice.

The NWU Council is confident that it has exercised its oversight role of the social responsibility matters of the university in an accountable way, and that it has indeed observed sufficient proof of the implementation of good practices and progress in this regard.

Nevertheless, it remains aware of the multitude of challenges lying ahead of the NWU. Among others, Council is aware of the demand for a generation of black academic staff members to augment the diversity profile of the university.

2.2 GOVERNANCE OF RISK

In its pursuit to understand the inseparable relationship in regard of the integration of strategy, risk management, performance and sustainability the NWU Council continued to note the university's focus on risk management and the way in which the integration hereof took place with other core processes. Council accepts its mandate to remain accountable for the governance of risk at the university.

An extensive consultative process involving all relevant internal stakeholders at the beginning of 2014 resulted in a comprehensive strategic risk profile of the university. This was tabled via the Audit, Risk and Compliance Committee to Council in September 2014. Council took note of the risk management plan put forward by Management, as well as the fact that annual reports on the plan would be submitted to Council from 2015 onwards.

The risk profile, accompanied by a management process encompassing all levels at the university, added to Council's confidence that sufficient measures have been put in place at the NWU to enable proper risk assessment, risk monitoring and risk assurance.

The NWU Council also received assurance via its Student Oversight Committee about the risk exposure associated with the incident early in 2014. This incident led to the appointment by Council of an independent investigative task team to investigate alleged offence conduct and human rights violations on the Potchefstroom Campus. Council was given the assurance that the risk response measures put in place by the university's Management would minimise risk exposure of this nature.

2.3 GOVERNANCE OF INFORMATION TECHNOLOGY

Council remains aware of the fact that it is accountable for the governance of information technology. It exercises this oversight role through its Audit, Risk and Compliance Committee that oversees the alignment of information technology at the NWU with the performance and sustainability objectives of the university as these were contained in the institutional plan for 2014.



At the Council meeting held in November 2014, Council took note via its Audit, Risk and Compliance Committee that the university was still in the process of establishing an Information Technology Governance Framework, and that this framework would be completed during 2015.

In spite of the absence of a governance framework, the assurance was given to Council that the planning and implementation of information technology-related resources were in line with the strategic planning of the university. At the same time, cognisance was taken of the challenges around the ongoing monitoring and auditing of this function, as well as of the management of security measures.

Council also took note of the progress made in developing a business continuity plan and a disaster recovery plan.

Council was duly informed during 2014 of the inclusion of information technology-related risks as part of the university's risk management operations, and acquainted itself with the planned risk assessment, risk monitoring and risk assurance processes that will follow in 2015 to address the matter.

2.4 COMPLIANCE WITH LAWS, CODES, RULES AND STANDARDS

The NWU Council is accountable for ensuring that the university has measures in place to comply with applicable laws, codes, rules and standards. As part of its oversight role, it is the mandate of the Audit, Risk and Compliance Committee to oversee the extent to which the NWU has measures in place to ensure compliance.

University Management tabled a comprehensive status report at the November 2014 Council meeting, providing a systematic overview of the management processes that see to compliance with relevant laws, codes, rules and standards. The report disclosed the extent to which the university had reached compliance with key pieces of legislation relevant to the higher education environment, and also alluded to the integral role of compliance within the university's risk management process.

Council is confident that, although the university has no legal compliance policy as such, its Policy on Governance Oversight and Management Control sufficiently provides for the ongoing integration of the matter into relevant business processes, quality control and internal control measures.

2.5 GOVERNING STAKEHOLDER RELATIONSHIPS

The governing of stakeholder relationships remains an important part of the way in which the university continued to take care of its responsibility to be accountable to parties that are involved in the way in which the university fulfils its mission. In regard of the ongoing appreciation by the council that the reputation of the NWU remained dependent on the perceptions of stakeholders, various measures were put in place to involve stakeholders in the protection of the reputation of the university:

- Apart from the active pursuit of goals related to stakeholder engagement and mobilisation as contained in the 2014 Institutional Plan, and that aimed at establishment of viable, sustainable and mutually beneficial partnerships, a database was established to ensure the information of key stakeholders is frequently updated and readily available.
- The stakeholder version of the Annual Report that aimed at close adherence to the principles of the Global Reporting Initiative for integrated reporting was published in which attention was given to the university's interaction and outcomes with various stakeholder groups. An integrated stakeholder annual report will also be published in 2015.
- The Vice-Chancellor has engaged in formal and informal ways with various stakeholder groups in order to obtain their inputs and views on the strategy-forming process; and has also maintained good relationships with the media as an important stakeholder group.

In regard of the social demands that face institutions of higher learning, council took note by means of management reports of the legitimate interests of increasing demands for free education, the pursuit of access to education by prospective students who were previously disadvantaged and the need to make university education in scarce programmes more accessible.



2.6 REMUNERATION OF EXTERNALLY ELECTED COUNCIL MEMBERS

At its meeting on 18 September 2009, Council approved that an honorarium be paid annually to external members of Council, Council Committees and other statutory bodies as a token of the NWU's gratitude for the members' time and effort. Council resolved in November 2012 that the honorarium for external Council members be increased by 10% with effect from January 2013 and for administrative reasons would be payable bi-annually (July and December).

Council members were also granted the opportunity to donate the honorarium back to the university, if they wished to do so. The following honoraria were payable for each attended meeting in 2014:

External Council members	R2,200
Council-appointed external expert, but not a Council member	R2,750
Chairperson/deputy chairperson	R2,750
Where Council chairperson is an ordinary member of a governance structure	R2,200

2.7 STATEMENT OF GOING CONCERN

A number of interrelated factors gave sufficient assurance to the NWU Council that the university would continue to be a going concern. These were a sound solvency position, maintained during the 2014 financial year, a framework for proper financial management systems, effective internal- and risk control mechanisms and adequate resources at the disposal of the NWU to continue with operational activities in the foreseeable future, and in open and transparent way.

2.8 STATEMENT ON FINANCIAL CONTROLS

Council remained aware that the system of internal financial controls at the university should only be seen as providing reasonable, and not absolute, assurance that assets are safeguarded, transactions authorised and properly recorded, and that material errors or irregularities are either prevented or would be detected within a reasonable period.

Council maintained that the university continued to operate an effective system of internal financial control in 2014, taking due cognisance of the following matters:

- That the system of internal financial control continued to be based on a framework of regular management information, policies, guidelines and administrative procedures, including the segregation of duties and a system of delegation and accountability.
- That the university policies regulating its financial activities are reviewed and approved by Council on a continuous basis, while the guidelines and procedures that emanate from the policies are an ongoing responsibility of the Institutional Management Committee.
- That Council's responsibility in terms of the effectiveness of internal financial control was informed by the work of the internal audit department, the Audit, Risk and Compliance Committee (that exercises an oversight role of internal audit) and the executive managers at the university responsible for the development and maintenance of the financial control framework. Council's role was also informed by the audit work of the external auditing firm that provided management letters and other reports.

2.9 FINANCIAL HEALTH AND VIABILITY

The university faces challenges such as subsidy income declining in real terms (a contributing factor being the DHET's phasing out of the multi-campus subsidy) and the impact of the volatility of international economies on the South African economy. Despite these challenges, Council is confident that the NWU succeeded in 2014 in balancing the ever-increasing demands for resources by maintaining financial discipline and supporting the growing organisation in line with its capacity.

The university faces challenges such as subsidy income declining in real terms (a contributing factor being the DHET's phasing out of the multi-campus subsidy) and the impact of the volatility of international economies on the South African economy. Despite these challenges, Council is confident that the NWU succeeded in 2014 in balancing the ever-increasing demands for resources by maintaining financial discipline and supporting the growing organisation in line with its capacity. Financial ratios and performance indicators remained stable and confirm that the NWU was able to successfully meet both its long-term and its short-term obligations. Operating targets and capital/strategic goals were met to ensure a going concern and indicate the University's commitment to sustainability.

Whilst income from state subsidy remained unchanged, student-related income increased by 18,5% from 2013 - an indication of our commitment to capacity growth in a competitive market regarding resources. A total of 15 464 students received degrees and diplomas during 2014 and R165,5 million was awarded as bursaries to students from own funds. Difficult economical circumstances forced the University to write off R36,8 million as irrecoverable and doubtful expenses regarding student debtors - an additional R12,0 million compared to 2013.

Although we experienced a decrease in SOF 3 (investment income, private gifts and grants as well as sales of goods and services) income, we managed to increase our surplus from recurrent activities to 2% of total income, compared to 1% for 2013.

2.10 STATEMENT ON RISK MANAGEMENT

The NWU Council affirms its overall responsibility for risk management at the university.

Council acknowledges that 2014 saw the first comprehensive strategic risk identification process at the NWU from which the ongoing risk management process is now to follow. In this regard, it is not possible so soon after the inception of the process to form an opinion on the efficiency of the risk management process.

However the NWU Council is confident that a solid basis was established in 2014 at the university to ensure an efficient and effective risk management process and is not aware of any key risks – current, imminent or forecast – that may threaten the sustainability of the NWU.

2.11 CAMPUS DEVELOPMENT

The NWU committed funds to the effect of R4,26 million for the development and upgrading of infrastructure services on all three campuses during 2014.

MAFIKENG CAMPUS

The key focus on the Mafikeng Campus was upgrading the water infrastructure. This included the mapping of the water supply, attending to deferred maintenance and installing a water reservoir for emergency use. This investment amounted to R2,43 million.

As part of the projects funded from the DHET Infrastructure and Efficiency Fund, the university increased the emergency power capacity of the campus and completed additional parking areas, landscaping and walkways.

POTCHEFSTROOM CAMPUS

On the Potchefstroom Campus high mast lights were installed at a parking area at a cost of R1,12 million. Additional services, parking, landscaping and walkways are planned for projects that are still under construction.

VAAL TRIANGLE CAMPUS

The first phase of upgrading the electrical infrastructure on the campus, by increasing the incoming power supply from the local municipality, was set in motion in 2014. The project will be completed in 2015 at an estimated cost of R9 million.

2.12 FACILITIES AND MAJOR CAPITAL WORKS

MAFIKENG CAMPUS

During 2014 the development of infrastructure on the Mafikeng Campus focused on ensuring that the projects financed from the DHET Infrastructure and Efficiency Fund progressed according to the submitted timelines. The emphasis was placed on student housing; two new residence complexes were completed and the Sedibeng Residence was upgraded. The on-campus capacity was increased by 486 beds once the new residences were completed.

The construction of the second phase of the new Science Complex was finalised and the new Nursing Building's construction commenced. The project is expected to be completed by mid-2015.

The university committed funds for the upgrading of the Great Hall and the Health Centre. Two large Physics laboratories were also refurbished.

Minor works were attended to in various faculties and departments across the campus. In 2014 the total investment in infrastructure, facilities and capital works on this campus amounted to R74,62 million.

POTCHEFSTROOM CAMPUS

The construction of a new Pharmacy building, funded by the DHET Infrastructure and Efficiency Fund, continued in 2014 and will be completed in 2015. The new building for Biological Sciences, which the NWU is funding at a cost of R120 million, is also under construction, with an expected completion date in 2016. Four buildings were fitted with disability lifts, making them more accessible to people with disabilities.

The first phase of the reorganising and refurbishment of the Library was completed in 2014 and included the establishment of a new Research Commons. Spaces were refurbished in the Chemistry and Physics departments to accommodate research groups.

The maintenance of various academic buildings and building components, such as hot water systems and lifts in residences, were attended to as part of the NWU's 10-Year Macro Maintenance Plan.

The Over de Voor men's residence was upgraded as part of this plan. The capacity of the residence was also increased with an addition that houses 112 students. This was completed in conjunction with the upgrading project.

Various minor works were completed in faculties and support departments. The total expenditure on infrastructure, facilities and capital works on the Potchefstroom Campus amounted to R130,20 million in 2014.

VAALE TRIANGLE CAMPUS

The construction of a new building for African Languages proceeded in 2014. The estimated date of completion is mid-2015. The project is being funded from the DHET Infrastructure and Efficiency Fund. A new building that will house the Kaizer Chiefs Innovation Centre was constructed with donor funds.

A building that was previously used as a cafeteria was refurbished and upgraded to house the Marketing and Communications Department. Building 3, which previously housed the Library, is being converted to provide additional space for the School of Information Technology. The project will be completed in 2015.

An amount of R19,94 million was spent on infrastructure, facilities and capital works on the Vaal Triangle Campus during 2014.

2.13 STATEMENT ON ADDITIONAL INVESTMENTS IN INFRASTRUCTURE

There were no additional investments in infrastructure.

2.14 OPEN DISTANCE LEARNING (ODL)

Distance education programmes are delivered through the Unit for Open Distance Learning (UODL), which broadcasts lectures to 58 distance learning centres in South Africa and Namibia.

The number of students in formal open distance learning programmes in 2014 stood at 25 942, most of whom were enrolled in programmes offered by the Faculty of Education Sciences at the Potchefstroom Campus. The three dominant qualification types in which open distance learning students were enrolled were one-year or two-year undergraduate certificates or diplomas (7 187 headcounts), three-year undergraduate diplomas (13 077 headcounts) and honours degrees (4 848 headcounts).

The NWU regards the logistical and infrastructural arrangements that it has established for the delivery of its programmes through ODL as a success. The university has a contract with the Open Learning Group for the provision of various logistical and administrative services such as marketing, the dispatch of study material and the organisation of examinations. All quality processes, including the design of study material, the compilation and marking of examination papers and assignments, and teaching and learning, are the responsibility of the NWU.

In 2014 the UODL conducted an online survey to find out how ODL students experience teaching and learning, and approximately 2 000 students responded. The findings indicated that the students are positive about the teaching and learning experience. The UODL then conducted a second, more detailed online questionnaire, to which 1 280 students responded. The findings showed that students are generally satisfied with the service delivery of the UODL. Details of the findings are available in the Senate Report under the heading Open distance learning.

Through the UODL, more than 1 500 participants were enrolled for continuing education courses in 2014. The unit also supported the delivery of the University Preparatory Programme (UnivPrep), which is discussed in the Senate Report under the heading University Preparatory Programme.

The UODL intends to offer selected programmes in Botswana, Zimbabwe, Swaziland and South America in the near future. However, as indicated in the White Paper for Post-School Education and Training, the DHET is embarking on a process for determining a framework for principles and guidelines that will regulate all cross-border distance education. Further clarity is awaited on the nature of these principles and guidelines.

2.15 WORKING WITH INDUSTRY

The university engages with industry to ensure that NWU graduates and academic programmes meet the requirements of prospective employers, to help fulfil industry's research and innovation needs, and to collaborate in community engagement initiatives.

To bring students and employers together, the NWU held a recruiters' event in January 2014, presented career fairs across the three campuses and, for the first time, hosted an international virtual fair for students from other African countries. Interest among companies was strong, and there was good growth in the number that attended the career fairs, especially at the Mafikeng and Vaal Triangle campuses. These events were generally well received among participating employers: 99% who responded to an online survey conducted in 2014 said they gained value from participating and were satisfied with factors such as the quality of students who attended and the opportunities available to interact with these students.

The Technology and Human Resources for Industry Programme (THRIP) of the NRF and Department of Trade and Industry continued to be an important vehicle for collaborating with companies on projects, developing new products and solving industry problems. During 2014, the university received a total of R40 125 91 in THRIP funding for 43 projects, many of them in engineering. Initiatives funded ranged from mine safety solutions to aviation research and preclinical drug development.

In the area of community engagement, the NWU had partnerships with a wide range of business and government organisations during the year. Among the projects undertaken were a rape awareness campaign with the Potchefstroom-Tlokwe Chamber of Commerce and IDUC, impact research on the programmes of the Lafarge Education and Lafarge Community Trusts, participation at meetings of the North West Province Corporate Social Investment Forum, community engagement research for Sun City, and the first phase of research for Impala Platinum Mine in Rustenburg on the living conditions and housing needs of their workers. The university also participated in two agricultural projects of Anglo Gold Ashanti.

2.16 STATEMENT ON BORROWINGS

The NWU did not enter into any new long-term borrowing agreements in 2014.

2.17 STATEMENT ON THE PROCUREMENT PROCESS

The NWU continued to operate according to a centralised procurement management structure that provided control and coordination without inhibiting evaluation, recommendation and authorisation powers in respect of the procurement needs that existed on a decentralised divisional level.

The NWU Council is confident that in 2014 the NWU succeeded in obtaining the best value for money on each procurement transaction without compromising the requirements of fair and transparent trade ethics.

Council also took note of the efforts of the university to adhere to the standards required by the Public Procurement Act. Council further noted that the university placed a high value on obtaining goods and services from B-BBEE qualified suppliers with a qualified B-BBEE contribution exceeding 75%.

2.18 TENDERS ADJUDICATED

In line with the mandate of the Council Tender Committee, and focusing on fairness and transparency, tenders continued to be evaluated and approved strictly in accordance with tender policies, procedures and relevant authorisation mandates, including those in relation to the Broad-Based Black Economic Empowerment Act 2003 (Act No 53 of 2003).

It is the policy of the NWU to request tenders from the market for all goods and services with a total contract value exceeding R100 000.

While the tender document is viewed as the basis of any envisaged supply agreement, it has been obligatory to ensure

that Legal Services checks and approves tender documents. It has also been obligatory to include the following evaluation criteria in tender documents:

- a) For tenders with a total value of less than R1 million, 80% is awarded for price, 16% for the level of B-BBEE and 4% for being based in the operational areas of the NWU.
- b) For tenders exceeding a total value of R1 million, 90% is awarded for price, 8% for the level of B-BBEE and 2% for being based in the operational areas of the NWU.

The Tender Committee was mandated by Council to evaluate and approve tenders for contracts between R10 million and R30 million, provided these are within the budget limits. For contracts exceeding R30 million, the committee has the responsibility to evaluate the tenders received, and to make a recommendation to the full Council.

Composition of the 2014 Tender Committee (subcommittee of the Finance Committee):

- | | |
|--|---------------------------------------|
| 1. External auditor: | Mr DA Foster (Chairperson) |
| 2. External member of Council: | Adv M Kruger |
| 3. External member of Council: | Mr F Strydom |
| 4. Vice-Chancellor: | Prof ND Kgwadi |
| 5. Executive Director: Finance and Facilities: | Ms E de Beer (Acting) (In attendance) |
| 6. Institutional Registrar: | Prof M Verhoef (Ex officio secretary) |

2.19 EVENTS

- In 2014, NWU celebrated its 10th anniversary since the merger-incorporation in 2004. To mark this milestone, the Council and Management appointed an international review team to take stock of the extent to which the NWU had succeeded in reaching the university mission it had set for itself during the first 10 years of its existence. This review panel consisted of Prof Dr Frans van Vught¹ (chairperson), Dr Nico Cloete², Prof Dr Lynn Meek³, Prof Barney Pityana⁴, Mr Torben Kornbech Rasmussen⁵, Prof Mala Singh⁶ and Prof Ian Bunting⁷ (secretariat), and issued its review report in April 2014. The outcomes of the review are to be fed into the new strategy-forming process that will continue into 2015.
- Some challenging incidents occurred during the orientation of first year students early in 2014. Some offensive symbolism was used by students and isolated incidents of prohibited initiation traditions continued. These incidents were investigated and prosecuted through a disciplinary process. Council appointed an Independent Investigation Task Team to investigate the matter and it reported to Council that there was a need to interrogate the institutional culture of the NWU to ensure that traditions and practices which offend the values of the NWU are eliminated. The task team comprised Dr Leon Wessels (convenor), Dr Bismark Tyobeka, Prof Somadoda Fikeni and Advocate Rehana Rawat. The task team completed the investigation in May 2014, and Council submitted its report to the Minister of Higher Education and Training on 26 June 2014.
- Dr Theuns Eloff stepped down as vice-chancellor of the NWU on 31 March 2014, two months earlier than initially agreed upon in order to allow Prof Dan Kgwadi to take up the position on 1 April 2014. Prof Kgwadi will hold the position for a six-year period until 31 March 2020.
- The Council chairperson, Mr Peet van der Walt, resigned on 23 September 2014 from the NWU Council because of ill health and Ms Itumeleng Pooe, the deputy chairperson, acted as chair until 18 November 2014. At the Council meeting that took place on 17 and 18 November, Advocate Johan Kruger was elected as council chairperson and Dr Joe Tshifularo as deputy Council chairperson. They will hold these positions for a three-year period.
- The inauguration of Prof Kgwadi and the reinstallation of the Chancellor, Kgosi Leruo Molotlegi, for his second term as Chancellor of the university took place on 26 September 2014.

Note:

1. A member of the Group of Policy Advisors of the President of the European Commission. In addition he is president of the European Center for Strategic Management of Universities (Esmu) and president of the Netherlands House for Education and Research (Nether), both in Brussels. He was president and Rector of the University of Twente, the Netherlands (1997 – 2005) and has been a higher education researcher for most of his life.
2. Currently a full-time director of CHET. He is also Extraordinary Professor of Higher Education, University of Western Cape; Visiting Professor, Erasmus Mundus Master's Programme in Higher Education, University of Oslo; and Honorary Research Fellow, University of Cape Town.
3. Professor and Foundation Director of the LH Martin Institute; previously Professor and Director of the Centre for Higher Education Management and Policy at the University of New England.
4. Principal and Vice Chancellor of the University of South Africa in the City of Tshwane; he was also Chairperson of the SA Human Rights Commission
5. Serving as a Special Operating Director at HgCapital. He joined HgCapital in 2014 and works with HgCapital to find new investment opportunities across Scandinavia. He also serves as a Consultant at Nextedia Société
6. Professor Extraordinaire in the Centre for Higher Education Research, Teaching and Learning at Rhodes University
7. Emeritus Professor Philosophy of the University of Cape Town Ian Bunting served for a total of 20 years as a Dean at Rhodes University and later at the University of Cape Town
8. Former member of the SA Human Rights Commission
9. CEO of the National Nuclear Regulator
10. Political analyst
11. At the time, the chairperson of the NWU Human Rights Committee

- Prof Johan Rost, the executive director, finances and facilities, resigned at the end of 2014 because of ill health. Ms Elmarie de Beer was appointed as acting executive director, finances and facilities until July 2015.

2.20 SIGNIFICANT CHANGES THAT HAVE TAKEN PLACE

Despite the changes that took place in both the governance and management structures of the university, the core business and corporate governance proceeded smoothly and without significant changes in the mandate of these structures, or in the nature of the university's teaching-learning and research activities.

The changes that took place at the membership level of Council, Senate and the Institutional Forum in 2014 were due to normal circumstances related to the expiry of terms of office, after which due processes were followed to elect and/or designate new members to the relevant structures.

Even with the challenges posed by ongoing difficult economic conditions that, among others, contributed to an increase in student debt and a decline in third-stream income, the NWU succeeded in producing a surplus, thus underlining the fundamental soundness of its financial position.

2.21 STATEMENT ON THE MANAGEMENT OF CONTRACTS, SERVICE LEVEL AGREEMENTS AND MONITORING OF SUPPLIERS' PERFORMANCE

In accordance with the policy requirements of the NWU, all contracts of the university need to be scrutinised and approved by the Legal Services department, which is also responsible for the safekeeping of the original signed contracts.

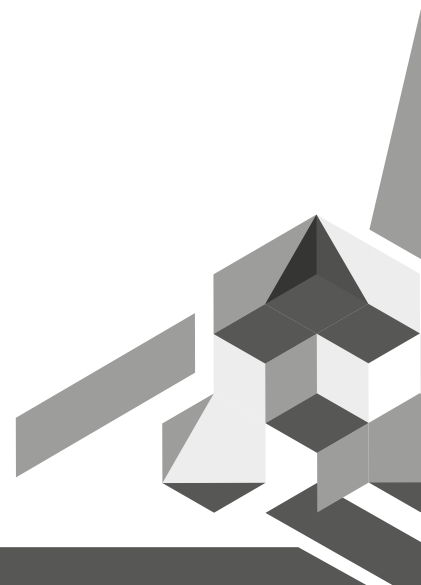
Service level requirements are included in all contracts with service providers. Unsatisfactory delivery of goods or services to the university is reported to the centralised Procurement department, which will then coordinate appropriate action with the Legal Services department and the receiving department of the unsatisfactory goods or services.

2.22 STATEMENT ON WORKPLACE ETHICS

Workplace ethics at the NWU has been driven over the years by an overt endorsement of the values of human dignity, equality, freedom, integrity, tolerance, respect, commitment to excellence, scholarly engagement, academic freedom and justice. In this regard, a set of "do-values" had been adopted.

These values are **I**ntegrity, **C**ommitment, **A**ccountability and **R**espect, and are abbreviated as ICAR-US, and are used to hold support and academic departments accountable for their business and staff processes. In this regard, various processes related to professional standards of conduct have been established at the university, such as the large-scale de-bureaucratisation project across all business units; workshops on business ethics; the optimisation of business processes; ongoing clarification on roles and responsibilities, and the well-established performance agreement system. In this way, the NWU enhances business integrity and individual accountability and responsibility.

In addition, Internal Audit undertakes annual training in fraud prevention. Two fraud prevention sessions were held for employees on the Mafikeng and Vaal Triangle Campuses.



2.23 PROMOTION OF ACCESS TO INFORMATION (PAIA) REQUESTS

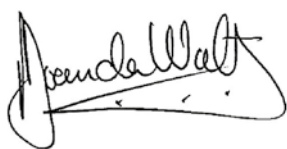
The NWU subscribes fully to the Promotion of Access to Information Act (PAIA). The Information Manual was updated for the ninth time in 2014 and copies were sent to the South African Human Rights Commission on 31 March 2014. The compulsory section 32 report was also delivered by 9 April 2014.

The section 32 report noted an increase to 29 in the number of requests, of which seven were refused based on privacy considerations, as per section 36 of PAIA.

The NWU also started to make use of an electronic PAIA request system as of July 2014 and extensive awareness campaigns about PAIA (together with Protection of Personal Information Act) were launched. For the period 1 July to 31 December 2014, 23 external requests were dealt with through the new electronic request system.

2.24 REGULATORY PENALTIES, SANCTIONS AND FINES FOR CONTRAVENTIONS OR NON-COMPLIANCE WITH STATUTORY OBLIGATIONS

No regulatory penalties, sanctions and fines for contraventions or non-compliance with statutory obligations were incurred at the NWU in 2014.



MR PJ VAN DER WALT
CHAIRPERSON OF COUNCIL
(until 23 September 2014)



MS I POOLE
CHAIRPERSON OF COUNCIL
(from 23 September 2014 to
18 November 2014)







[STATEMENT OF COUNCIL ON GOVERNANCE]

Council, as highest decision-making body, governs the university in terms of Chapter 4 of the Higher Education Act, as well as the Regulations and Policies issued in terms of the Act, the Statute and the Rules. At a minimum, Council is required to adopt purpose and value statements, as well as strategic plans, determine policy, make the Statute, the Rules, the processes and the delegations of authority, monitor operational performance and management, and establish committees and, together with the senate, joint committees to ensure that the university achieves its purpose and values. Council is aware of the fact that workplace ethics at the NWU has been driven over the years by the university's overt endorsement of the values of human dignity, equality, freedom, integrity, tolerance, respect, commitment to excellence, scholarly engagement, academic freedom and justice. In this regard, a set of do-values had been adopted to guide the day-to-day conduct of academic and support staff alike.

These do-values are integrity, commitment, accountability and respect, and are abbreviated as ICAR-US. All the NWU's support and academic departments are expected to apply these values in their business and staff processes. This has been accompanied by the establishment of various sets of professional standards of conduct and initiatives, such as the large-scale de-bureaucratisation project across all business units; workshops on business ethics; the optimisation of business processes; ongoing clarification of roles and responsibilities, and the well-established performance agreement system. Council affirms, that, apart from the ongoing focus on enhancing business integrity and individual accountability and responsibility, as alluded to in the previous paragraph, the Internal Audit department conducts annual training in fraud prevention.

3.1 COUNCIL AND COUNCIL COMMITTEES

The NWU is committed to the highest standards of transparency, discipline, integrity, responsibility, fairness, social responsibility and accountability, and subscribes to the principles contained in the King III Report on Corporate Governance in South Africa. Protection of the integrity of decision making and governance of the activities of the university are achieved through the application of joint consultation, decision making by empowered managers and continuous monitoring of results and risks.

Accordingly, the NWU Council has reviewed and implemented the Code of Conduct for Council and Council committee members. This Code is included in all agendas of Council and Council committee meetings in order to ensure sufficient guidance and monitoring of the level of compliance to the Code.

In accordance with the NWU Statute, the University Council comprises academic and non-academic members both from internal and external ranks. As per the Statute, external members constitute 60% of Council.

As per the NWU Statute, the chairperson of the Council is elected from the external ranks of representation and has a distinctly separate role from that of the Vice-Chancellor. The chairperson is expected to see to the optimal functioning of the Council in the interest of good governance, while the Vice-Chancellor, as chief executive and accounting officer,



remains responsible for the management and administration of the university.

A new chairperson for the NWU Council was elected on 17 November 2014 after the resignation of Mr Peet van der Walt in September 2014 because of persistent health problems that he had been experiencing. The term of office of the newly elected Council chairperson, Advocate Johan Kruger is three years and his tenure will last until November 2017.

In terms of the Higher Education Act of 1997, Council must govern the university subject to the Act and the University Statute published on 8 August 2005.

In terms of the NWU Statute, Council is specifically responsible for the following:

- Governing the NWU through the adoption of purpose and value statements, strategic plans and policies, as well as the Statute, the rules, processes and delegations of authority. Furthermore, Council monitors the operational performance of management and establishes committees and, together with Senate, joint committees, to ensure that the NWU achieves its purpose and values.
- Determining the language policy of the NWU, subject to the policy set by the Minister of Higher Education and Training and with the concurrence of Senate. Council's objective is to adopt a policy that is flexible and functional and redresses language imbalances of the past while promoting multilingualism, access, integration and a sense of belonging.
- Establishing the structures for rendering student support services, after consultation with the Institutional Student Representative Council (ISRC).
- Requiring members to adhere to the Code of Conduct and taking remedial action when necessary.
- Delegating the authority to appoint staff members, including campus vice-rectors, campus registrars and directors, deans and academic directors provided for by the Statute, with the proviso that no person is authorised to appoint someone reporting directly to him or her.

Council met four times for regular meetings in 2014, and twice for extraordinary meetings.

3.2 THE ROLE AND FUNCTIONS OF COUNCIL

In terms of the Higher Education Act of 1997, Council must govern the university subject to the Act and the University Statute published on 8 August 2005.

In performing its functions during 2014, the 10th functioning year of the NWU, Council remained mindful of the reasons for the merger-incorporation. These reasons, many of which have become entrenched in the Institutional Plan of the NWU and are part of Council's strategic planning, are to:

- overcome the apartheid-induced divide between a historically advantaged and historically disadvantaged institution
- promote a more equitable staff and student body
- build administrative, management, governance and academic capacity
- consolidate the deployment and use of academic personnel
- build research capacity
- enhance sustainability.

Furthermore, Council has overall responsibility for the ongoing strategic direction of the NWU, approval of major developments and the receipt of regular reports from management on the operation of its business.

Council regularly noted feedback from the Institutional Management during 2014.

3.3 COMPOSITION OF COUNCIL

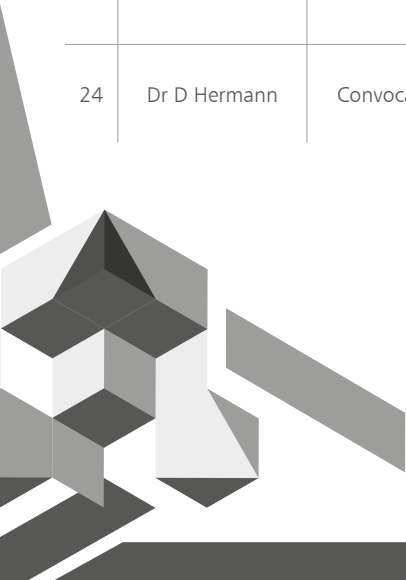
The NWU Council comprises persons with knowledge and experience relevant to the university. In accordance with the Higher Education Act, at least 60% of the members of Council are not employed by, or students of, the NWU.

The composition of Council as at 31 December 2014 was:

	Name	Constituency	Reference to Statute Chapter 2 Par 4 (1)	Term of office	Age	Sub-committee	Attendance Council and sub-committees	Directorship
1	Prof ND Kgwadi	Vice-Chancellor	(a)	2014 – 2020	47	All Council Committees	See annexure 1 following this report	
2	Prof HD van Schalkwyk	Vice-Principal	(b)		48	Council Exco	See annexure 1 following this report	
3	Prof EE Ebenso	Senate	(c)	2013 – 2016 (1)	59	Transformation Oversight Committee	See annexure 1 following this report	
4	Prof JJ Janse van Rensburg	Senate	(c)	2013 – 2016 (2)	63	Human Capital and Employment Equity Committee Honorary Awards Committee Student Oversight Committee	See annexure 1 following this report	
5	Dr LB Mzini	Senate	(c)	2013 – 2016 (1)	41	Transformation Oversight Committee	See annexure 1 following this report	
6	Prof J Swanepoel	Senate	(c)	2012 -2015 (2)	63	Honorary Awards Committee	See annexure 1 following this report	
7	Prof E van der Schyff	Academic staff	(d)	2012 – 2015 (2)	48	-	See annexure 1 following this report	
8	Vacant	Academic staff	(d)	-	-	-	See annexure 1 following this report	
9	Ms E Esterhuizen	Support staff	(e)	2013 – 2016 (1)	64	-	See annexure 1 following this report	
10	Vacant	Support staff	(e)	-	-	-	See annexure 1 following this report	
11	Mr B Mokoena	Student	(f)	2014 – 2015	20	-	See annexure 1 following this report	
12	Ms M van Schalkwyk	Student	(f)	2014 – 2015	20	-	See annexure 1 following this report	
13	Mr M Samabatha	Ministerial	(g)	2013 – 2016 (1)	39	-	See annexure 1 following this report	
14	Mr T Plaatjie	Ministerial	(g)	2012 – 2015 (1)	47	Audit, Risk and Compliance Committee Student Oversight Committee	See annexure 1 following this report	
15	Mr A Mashilo	Ministerial	(g)	2012 – 2015 (1)	37	Transformation Oversight Committee	See annexure 1 following this report	



	Name	Constituency	Reference to Statute Chapter 2 Par 4 (1)	Term of office	Age	Sub-committee	Attendance Council and sub-committees	Directorship
16	Dr TJ Tshifularo	Ministerial	(g)	2012 – 2015 (1)	63	Council Exco Human Capital and Employment Equity Committee	See annexure 1 following this report	
17	Mr F Strydom	Donors	(h)	2014 – 2017 (1)	54	Tender	See annexure 1 following this report	Executive Director Board of Senwes Limited
18	Prof D Meyer	Donors	(h)	2012 – 2016 (1)	47	Human Capital and Employment Equity Committee	See annexure 1 following this report	Board of Directors/ Trustees: Naspers, Dagbreek Trust, Aardklop
19	Mr K Venter	Donors	(h)	2014 – 2017 (1)	58	-	See annexure 1 following this report	Managing Director Janssen South Africa
20	Ds W Vogel	Donors	(h)	2014 – 2017 (1)	58	-	See annexure 1 following this report	
21	Adv TJ Kruger SC	Convocation	(i)	2014 – 2017 (1)	67	Council Exco Finance Committee Student Oversight Committee	See annexure 1 following this report	
22	Adv M Kruger	Convocation	(i)	2012 – 2015 (2)	49	Tender Committee Finance Committee Student Oversight Committee	See annexure 1 following this report	
23	Adv TJ Kruger	Convocation	(i)	2014 – 2017 (2)	38	-	See annexure 1 following this report	Non-executive director board of ATKV Group; Non-executive trustee & legal advisor on the board of Arts & Culture Trust of South Africa; Non-executive director on the boards of Etc Holdings (Pty) Ltd and Artist Management (Talent Etc)
24	Dr D Hermann	Convocation	(i)	2012 – 2015 (2)	42	Transformation Oversight Committee	See annexure 1 following this report	Deputy General Secretary Solidariteit



	Name	Constituency	Reference to Statute Chapter 2 Par 4 (1)	Term of office	Age	Sub-committee	Attendance Council and sub-committees	Directorship
25	Ds SJ van der Walt	Community leader	(j)	2014 – 2017 (1)	66	-	See annexure 1 following this report	
26	Rev SA Musa	Community leader	(j)	2013 -2016 (2)	68	Human Capital and Employment Equity	See annexure 1 following this report	
27	Mr TC Kgomo	Community leader	(j)	2013 – 2016 (1)	47	Assets Committee	See annexure 1 following this report	Executive Director Marketing & Board Member Henjen Petroleum (Pty) Ltd
28	Mr I Klynsmith	Community leader	(j)	2014 – 2017 (1)	64	Council Exco Finance Committee Assets Committee	See annexure 1 following this report	
29	Dr B Tyobeka	Special expertise	(k)	2014 – 2017 (1)	40	-	See annexure 1 following this report	Chief Executive Officer National Nuclear Regulator South Africa
30	Ms M Claasens	Special expertise	(k)	2012 – 2015 (2)	42	Audit, Risk and Compliance Committee	See annexure 1 following this report	

3.4 COMMITTEES OF COUNCIL

All committees of Council function under a mandate of strategic or financial importance to the NWU. These committees are chaired by external Council members with the requisite knowledge, skills and experience, and operate under clear terms of reference.

EXECUTIVE COMMITTEE

The Executive Committee deals with governance matters between Council meetings and reports on these matters at the next meeting. It also ensures that the Code of Conduct for Council members is upheld, and finalises matters referred to it by Council.

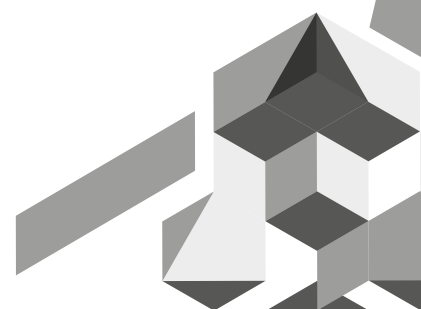
During 2014, four ordinary Executive Committee meetings were held as follows: 20 February, 29 May, 28 August and 30 October. Five extraordinary meetings were held on 23 January, 24 February, 12 June, 14 August and 10 December 2014.

REMUNERATION COMMITTEE

This committee attends mainly to the employment contracts, remuneration and performance evaluation of the Vice-Chancellor, members of the Institutional Management and the Director: Internal Audit.

Owing to the nature of its duties and in line with the Policy Framework for the Remuneration of Senior Managers in Public Higher Education Institutions, the Remuneration Committee consists of two external members of the Executive Committee of Council, as well as the chairpersons of both the Human Capital and Employment Equity Committee and the Finance Committee, who are also external members of Council.

The Remuneration Committee met on 17 November 2014.



HUMAN CAPITAL AND EMPLOYMENT EQUITY COMMITTEE

The mandate of the Human Capital and Employment Equity Committee is to ensure that adequate human resources policies and strategies are in place and to monitor the implementation of these policies and strategies in accordance with the set criteria and measures. The committee is responsible for all human resources and employment equity-related aspects, including remuneration and service conditions matters that are not within the scope of the Remuneration Committee.

The committee receives and evaluates reports from management on specific human resources issues, including compliance with statutory requirements, and ensures that management is held accountable for the implementation of human resources-related strategy and policies.

The Human Capital and Employment Equity Committee met on 12 May and 16 October 2014.

TRANSFORMATION OVERSIGHT COMMITTEE

The Transformation Oversight Committee oversees the implementation of the transformational aspects of the Institutional Plan. It consists of three external members and two internal members of Council, as well as the Vice-Chancellor.

The Transformation Oversight Committee met on 15 May and 16 October 2014.

STUDENT OVERSIGHT COMMITTEE

The Student Oversight Committee was established in June 2014 and fulfils an oversight role in as far as it oversees and advises the NWU management on all aspects related to student and student-support matters at the University.

It also oversees a unified and integrated institutional culture across NWU campuses towards embracing multiculturalism and diversity and monitoring of continued awareness of the importance to protect human dignity to foster respect towards enhancing an institutional Human Rights culture at the NWU.

The Committee consists of four external and one internal member of the NWU Council as well as the Vice-Chancellor.

The Chairperson of Council chairs the committee who met on 7 November 2014.

AUDIT, RISK AND COMPLIANCE COMMITTEE

This committee is accountable to Council for the performance of its duties, and its role is to assist Council to safeguard the NWU's assets, to maintain adequate accounting records, to develop and maintain an effective system of internal control, to oversee management's role in creating and maintaining a proper risk management process, and to authorise the annual audit fee of the external auditors.

In fulfilment of its accountability to Council, the committee pursues its mandate by means of overseeing the role of management, both in regard of the creation and maintenance of a proper risk-management process and in relation to the creation of an effective control environment within the university. In addition it fulfils its role by putting measures in place to ensure that the management demonstrates and stimulates the necessary respect for the internal control structures.

The committee provides a channel of communication between the council, management, the internal audit function and the external auditors. It enjoys unrestricted communication with the chairperson of Council (who is not a member of the Audit Committee), the Vice-Chancellor, the Executive Director: Finance and Facilities, and the internal and external auditors.

The Audit, Risk and Compliance Committee operates in accordance with written terms of reference that outlines its assistance to Council by means of oversight, review and confirmation in regard of the following matters:

- Discussing the annual financial statements with both management and the external auditors prior to their approval by the Council;
- Accounting policies adopted, or any proposed changes to ensure compliance with statements of International Financial Reporting Standards (IFRS)

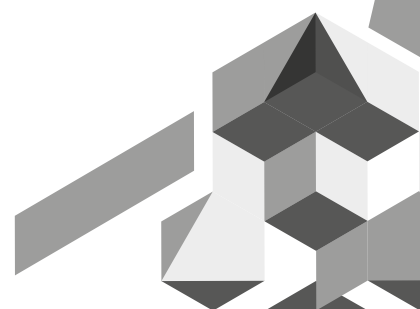


- The organisational structures, systems and personnel, ensuring that operational efficiency, financial accountability and accurate operational reporting are in place and functioning;
- That the Institutional Management has implemented an internal control system, including controls in regard of information technology;
- The effectiveness/adequacy of the scope of the annual audit, ensuring emphasis is placed on areas where the committee, management or the auditors believe special attention might be necessary;
- Significant transactions (unusual, complex and highly judgemental) that are not a normal part of the university's operations as reflected on the financial statements in order to understand the impact thereof on the financial statements;
- In collaboration with Institutional Management and the director internal audit, to oversee the internal audit charter, staffing, and organisational structure of the internal audit function;
- To ensure that processes and procedures leading to major significant transactions that are not a normal part of the university's operations;
- To see to the work plan and activities of internal audit to ensure adequate coverage of identified risks;
- To ensure co-ordination and co-operation between the internal audit and external auditors to see to adequate audit coverage by both and to eliminate the duplication of efforts;
- To oversee the effectiveness of management information and other systems of internal control;
- To produce documentation and financial reports with reference to any loss of money or goods to the university arising from dishonesty, irregular or illegal action by any party;
- To produce a policy and principles for appointing external auditors and to make the necessary recommendations to Council;
- To take care of the likely consequences of existing or impending instances of litigation;
- To ensure the adequacy of insurance covering in respect of all areas and of potential loss to the university;
- To recommend policies and procedures to deal with conflicts of interest on voting, decision-making or other involvement in financial contracts or related dealings of third parties with the institution/university;
- To oversee the risk-assessment and risk-management policies and procedures of the university and the compliance thereof; and to make recommendations to Council with respect to the outcomes, findings and issues arising in the risk assessment processes;
- To ensure that committee has sufficient qualifications and experience to fulfil its duties, which includes an understanding of: integrated reporting, financial reporting, internal financial controls, external audit processes, internal audit processes, corporate law, risk management, sustainability issues, information technology governance, and governance processes within the university;
- To review other sections of the annual report and related regulatory filings before release and to consider the accuracy and completeness of the information;
- To ensure an understanding on how management develops interim financial information, and the nature and extent of internal and external auditor involvement;
- To see to integrated reporting;
- To oversee the application of a combined assurance model in order to provide a coordinated approach to all assurance activities.
- In addition, it is expected of the committee to see to the following matters:
 - Ensure that the code of ethics is in place and used / adhered to;
 - Ensure that mechanisms are in place to enable the university to comply with all legal and statutory requirements; and
 - Ensure that employees have channels for anonymous submission of concerns pertaining to unethical and/or misconduct; and
 - Annually, execute a performance evaluation of its activities and the fulfilment of its own responsibilities.

The committee reconsidered the composition of the committee to be in line with the recommendations of the King III report, confirming that all members should be independent; therefore it was resolved that only external Council members were to sit on the Audit-, Risk and Compliance Committee.

The Audit, Risk and Compliance Committee met for ordinary meetings on 19 May and 20 October 2014.

Two extraordinary meeting were held on 23 June and 7 November 2014.



FINANCE COMMITTEE

The mandate of the Finance Committee is to advise Council on financial and investment matters and on long-term infrastructure development at the NWU. In fulfilling this role, the committee is tasked with reinforcing Council's governance function with regard to sound, responsible and effective financial planning, financial administration, financial governance and proper financial reporting.

The Finance Committee that is chaired by an external council member, who is a financial expert, is responsible for recommending the annual operating and capital budgets to Council, and to assure the financial health of the university as a going concern.

As per its Terms of Reference, the duties of the Finance Committee further entails that it advises Council on financial and investment matters, and on the long-term infrastructural provision at the university.

The primary functions of the Finance Committee are the following:

- To determine the terms of reference and duties of the investment, assets and tender sub-committees and to review the reports of these committees.
- To advise Council on the level of fees and charges imposed by the university and to review the policies regarding the granting of student loans; as well as to consider proposals to raise loans, and to recommend accordingly to Council.
- To get to an understanding on how management develops interim financial information, and the nature and extent of internal auditor involvement.
- To evaluate the operational and financial performance of the university in respect to predetermined objectives and benchmarks.
- To review the annual report and related regulatory filings before release and consider the accuracy and completeness of the information.
- To review the financial implications of the institutional plan/annual operating plan prior to approval by Council and to submission to the Department of Higher Education and Training.
- To approve the annual investment limits.
- To evaluate the performance of the university's money market manager.
- To review the budget-setting processes for both normal operating activities and for capital expenditure.
- To monitor the regular budget and actual-to-date reports as these are presented by the financial department.
- To review the annual and bi-annual financial statements.
- To form opinions on basis of the foregoing matters that are to be communicated to Council in regard of the university as going concern and the financial health of the institution.

In addition to the chairperson, the Finance Committee comprises three more external members and one internal member of Council.

During 2014, the Finance Committee had meetings on 29 May and 30 October 2014. To carry out its duties, the Finance Committee makes use of three subcommittees, namely the Tender Committee, the Investments Committee and the Assets Committee.

TENDER COMMITTEE

This committee's role is to approve the tender policies and procedures prepared by management, to check that these comply with the Broad-Based Black Economic Empowerment Act of 2003, to confirm that tender policies are being implemented, and to evaluate and approve tenders for contracts valued at between R10 million and R30 million. For contracts exceeding R30 million, the committee evaluates the tenders received and makes a recommendation to Council.

The Tender Committee met on 25 February, 18 August, 23 October and 28 November 2014.

INVESTMENTS COMMITTEE

The main task of the Investments Committee is to establish measures so that the NWU can earn the highest possible yield on investments, with appropriate risk exposure. Its duties are to appoint portfolio managers and evaluate investment policies, the investment performance of portfolio managers and the credit arrangements within which the money market manager can operate.

During 2014 the Investments Committee met on 28 Feb, 29 August and 3 November (this committee is not serviced by the Institutional Secretariat).

ASSETS COMMITTEE

The main responsibility of the Assets Committee is to ensure the long-term development and maintenance of the infrastructure of the university.

This committee met on 5 May and 17 October 2014.

HONORARY AWARDS COMMITTEE

The Honorary Awards Committee consists of the Vice-Chancellor, chairperson of Council, two members of Council, three members of Senate, the dean of the relevant faculty in an advisory capacity, and the Institutional Registrar and secretary to Council, who serves as an ex officio member.

The committee met on 11 April and 19 September 2014 to consider nominations for honorary awards.

3.5 COUNCIL COMMITTEES ATTENDANCE FIGURES

The Council had a strategic workshop on 15 April 2014 and convened three ordinary Council meetings. These were held on 20 June, 26 September and 17 and 18 November.

Four extraordinary Council meetings were held on 5 March, 18 March, 4 June and 23 September 2014.

The attendance record for Council and its committees for 2014 were as follows:

Committee	% attendance
Council	77%
Council Executive Committee (Exco)	91%
Finance	88%
Transformation Oversight	92%
Human Capital and Employment Equity	78%
Tender	83%
Honorary Awards	100%
Audit, Risk and Compliance	70%
Remuneration	100%
Assets	58%
Investments	73%
Student Oversight Committee	83%

The total average attendance figure of Council and Council Committee meetings for 2014 was 82,75% which was 3,75% higher than the figure of 79% in 2013.

3.6 APPRAISAL OF THE COUNCIL AND ITS COMMITTEES

The Council of the NWU remained committed to ensure the effectiveness of its governance and oversight function. The concerted effort embarked upon during 2011 to improve the attendance of Council and Council committee meetings in order to ensure quality decision-making continued during 2014.

A self-evaluation exercise was undertaken during the second semester of 2014. Members of Council and the respective Council committees completed a self-evaluation questionnaire to evaluate the role and functioning of the various governing structures in respect of their mandates. The evaluations focused particularly on risk management, adherence to good corporate governance principles, discipline and members' understanding of Council's oversight role. The size, composition and independence of the structures, as well as the effectiveness of the leadership, teamwork, meetings and annual workshop, were also evaluated.

From the results of this self-evaluation it is evident that Council is independent in its decision-making process and clearly understands its governance role in relation to the day-to-day management role assigned to the Vice-Chancellor. The lines of responsibility between the governing structures and management are clearly demarcated and observed. There is coherence and alignment between Council, the Council Committees and Management in working towards and reaching shared goals. The self-evaluation also confirmed that the respective structures are functioning effectively and succeed in concluding their business at their meetings.

3.7 COPIES OF COUNCIL MINUTES

The copies of the Council minutes, agendas and attendance registers of the following meetings will be provided separately from this report (*please refer to enclosed CD*):

5 March 2014 (extraordinary meeting)
 18 March 2014 (extraordinary meeting)
 4 June 2014 (extraordinary meeting)
 20 June 2014
 26 September 2014

3.8 AUDIT, RISK AND COMPLIANCE COMMITTEE

Members	Academic qualifications	External / Internal	Terms of office	Number of meetings held	Attendance of members
Ms M Claassens	BComm BCommHon - Chartered Accountant	External	2012 – 2015 (2)	4	4
Mr T Plaatjie	BA BAHons MA	External	2012 – 2015 (1)	4	0
Dr K van der Walt	BComm, BComHon, MComm, PhD - Chartered Accountant	External	2014 – 2017 (1)	3	2
Ms H Fourie	BComm, BCommHon, MComm (Accountancy) - Chartered Accountant	External	2012 – 2015 (2)	4	4
Adv TJ Kruger (until September)	LLB LLM (Public Law) - Advocate High Court of SA	External	2011 – 2014 (1)	2	2

The members of the committee during 2014 were Ms M Claassens (chairperson), Mr T Plaatjie, and Adv J Kruger (until September 2014). The committee was advised by two independent financial experts, Ms HS Fourie and Dr K van der Walt.

The representatives of the external auditors are required to be in attendance at committee meetings, as are Prof D Kgwadi (Vice-Chancellor), Prof IJ Rost (Executive Director: Finance and Facilities) and Ms M van der Merwe (Director: Internal Audit). Prof M Verhoef (Institutional Registrar and secretary to Council) served as ex officio member.

3.9 STATEMENT ON CONFLICT MANAGEMENT

Professionally qualified and experienced individuals in mediation, arbitration and dispute resolution are available to the Council and the NWU to assist in the resolution of any disputes between parties within the institution, with the objective of avoiding conflict. During the current year it became necessary to call upon their services where conflict arose. Should

student unrest on campus occur, a statement on the extent, effect, number of academic days lost, cost of damage to property and how the problem would be resolved and at what additional cost to the public higher education institution would be, would be done. The same applies to staff unrest or unrest by outsourced staff.

3.10 STATEMENT ON WORKER AND STUDENT PARTICIPATION (CO-OPERATIVE GOVERNANCE)

The Institutional Bargaining Forum (IBF) is a structure agreed to in the Recognition Agreements with the unions, and is designed to achieve good employer/employee relations through effective sharing of information, consultation and the identification and resolution of conflicts. The IBF furthermore addresses Institutional matters of mutual interest/substantive issues, including annual negotiations on salaries. During 2014 the IBF met monthly, and during January to April the Institutional Bargaining Forum met eight times to discuss the annual cost of living adjustment.

At all four business units, the NWU also has workplace forums, dealing with issues specific to that particular workplace. These workplace forums also meet on a monthly basis and representatives from the unions and management sit on these forums to ensure proper communication and discussion of goals relating to productivity, career security, legitimacy and identification with the NWU.

The NWU signed a revised Recognition agreement with SAPTU on 16 July 2013 and a new recognition agreement with NEHAWU also on 16 July 2013. These agreements were honoured throughout 2014.

Employees also have representation in various statutory bodies, such as Council and the Human Rights Committee. Regarding student participation, students have representation in a number of statutory and managerial committees. The Institutional Student Representative Council met five times in 2014. The Institutional Forum met four times in 2015.

Students also have a seat on the Institutional Health and Wellness Co-ordinating Committee and the Institutional Committee on Student Support Services where they can provide inputs into student health, wellness and other support structures and services.

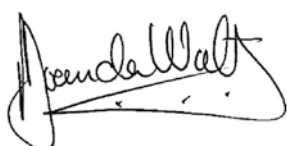
The three campuses also have Student Representative Councils which is elected each year, where various matters relating to students are discussed.

3.11 STATEMENT ON CODE OF ETHICS


Institutional Management approved the NWU Code of Ethics in August 2012. This Code determines the way in which the university deals with all its internal and external stakeholders. Equally, all internal stakeholders are expected to observe the ethical obligations set by the Code of Ethics when conducting the business of the university.

The Code of Ethics provides a framework for accountability in the way in which the university commits itself to the standards of integrity in dealing with its stakeholders, governing and management structures, and with its staff and students.

Amongst others, the Code of Ethics finds practical realisation in policy and procedure documents such as the Code of Conduct for Council Members and the Behavioural Manual for Staff; as well as in ongoing awareness of the importance of copyright measures and in a module in which students are made aware of the academic honesty.



MR PJ VAN DER WALT
CHAIRPERSON OF COUNCIL
(until 23 September 2014)



MS I POOLE
CHAIRPERSON OF COUNCIL
(from 23 September 2014 to
18 November 2014)

Note:

Council approved the statements contained in this report during the Council meeting held on 19 June 2015 as per the regulations

COUNCIL ATTENDANCE: JANUARY – JUNE 2014

Name	Meetings and activities of Council, Council Committees and Other Statutory Structures (January - June 2014)																			
	Council (28 + 2 ISRC members)										EXCO (6)					Institutional Forum				
	5 Mar/ Special	18 Mar/ Special	15 April/ Workshop	4 Jun/ Special	19 Jun/ Workshop	20 Jun	23 Jan	20 Feb	24 Feb/ Special	29 May	5 May	Assets	Tender	Invest	Audit	HCEE	TOC	Hon Awards	Senate	Convoc Expo
Dr T Eloff	P	P	N/A	N/A	N/A	N/A	P	P	P	N/A	N/A	P	P	A	N/A	P	P	P	N/A	A
Prof D Kgwadi	P	P	P	P	P	P				P	P	A		P	P	A	P	P	P	A
Prof F van Niekerk	P	A	P	N/A	P	P												P	P	
Prof HD van Schalkwyk	P	P	P	P	P	P	P	P	P	P							P	P	P	A
Prof J Swanepoel	P	P	P	P	P	P											P	P	P	
Prof EE Ebenso	P	P	P	A	P	P											P	P	P	
Dr LB Mzini	P	P	P	P	P	P											P	P	P	
Prof JJ Janse van Rensburg	P	P	P	P	P	P										P	P	P	P	
Prof E van der Schuyff	P	P	P	P	P	P														
Prof HF van Rooy	P	P	P	P	P	P										P				
Mr E Mostert	A	P	P	A	N/A	N/A														
Ms E Esterhuizen	P	P	P	P	P	P												P	P	
Mr J Jordaan	P	P	A	A	P	P												P	P	
Ms T Makhothu	P	A	A	P	P	P												P	a	A
Mr M Sambatha	P	P	A	A	P	P														
Mr T Plaatjie	P	P	a	a	P	P									a					
Mr A Mashilo	P	A	P	P	P	P											a			
Dr J Tshifularo	A	A	P	P	P	P										P				
Mr PJ van der Walt	P	P	P	P	A	A	P	P	P									P	A	
Mr F Strydom		N/A		P	P	A														
Prof D Meyer	A	A	A	P	P	P				A						A				

Interview Panel: MC 13 Mar 20 Feb 21 Feb 5 Mar/ Special 4 Feb 28 May 5 Mar 11 Apr 15 May 12 May 19 May 28 Feb 25 Feb 5 May 29 May 24 Feb/ Special 20 Feb 23 Jan 20 Jun

Name	Meetings and activities of Council, Council Committees and Other Statutory Structures (January - June 2014)																			
	Council (28 + 2 ISRC members)										EXCO (6)						Senete			
	5 Mar/ Special	18 Mar/ Special	15 April/ Workshop	4 Jun/ Special	19 Jun/ Workshop	20 Jun	23 Jan	20 Feb	24 Feb/ Special	29 May	Finance	Assets	Tender	Invest	Audit	HCEE	TOC	Hon Awards	5 Mar	28 May
Mr JJ Kisthoff	P	A	A	A	P	P					P									
Adv TJ Kruger	P	P	P	P	P	P									P					P
Adv TJ Kruger SC		N/A		A	P	P														
Adv M Kruger	P	P	P	P	P	P					A		P						P	
Dr D Hermann	P	P	P	P	P	P											P			A
Mr TC Kgomo		N/A		P	P	P														
Prof I Klynsmith	A	P	P	a	P	P				P		P	P							
Rev SA Musa	P	P	A	a	P	P										P			P	
Mr SM Mohapi				N/A										A						
Dr SJ van der Walt		N/A		A	P	P														
Ms I Poee	P	P	P	P	P	P	P	A	P	P							P			P
Ms M Claassens	P	P	A	P	P	P									P					P
Adv JSM Henning, SC																				
Ms HS Fourie															P					
Mr DA Foster												P								
Mr T de Beer																				
Mr J Van den Berg														P						
Mr A Smit														P						
Mr P Cook														P						
TOTAL																				
Averages:																				
Key:	A Apology submitted				a Absent without apology				V Vacant				P Present				N/A Not appointed yet / No longer a member			

COUNCIL ATTENDANCE: JULY - DECEMBER 2014

[illegible]

Name	Meetings and activities of Council, Council Committees and Other Statutory Structures (July - December 2014)																													
	Council (28 + 2 ISRC members)						EXCO (6)	Remuneration (3)	Finance	Assets	Tender	Investments	Audit	HCEE	SOC	TOC	Hon Awards	Senate	SENX	Institutional Forum	Convoc-Exco	TGM								
	23 Sep / Special	26-Sep	17-Nov	18-Nov	28-Aug	25 Sep / Special	30-Oct	17-Nov	30-Oct	17-Oct	18-Aug	23-Oct	29-Aug	03-Nov	23 July / Special	20-Oct	07 Nov / Special	16-Oct	07-Nov	16-Oct	19-Sep	27-Aug	22-Oct	05-Aug	23-Jul	19-Sep	21 Nov / Special	22 Aug / Special	21 Nov / Special	23-Aug
Dr K van der Walt															P	P	A													
Mr DA Foster											P																			
Mr J Van den Berg													P	P																
Mr A Smit													P	A																
Mr P Cook													P	P																
TOTAL																														
Averages:																														
Key:	A Apology submitted					a Absent without apology	V Vacant					P Present			N/A Not appointed yet / No longer a member															



[STATEMENT OF COUNCIL ON SUSTAINABILITY]

Sustainability is viewed as a key enabler of value creation and remains to the guiding principle of the university in managing its impact on the immediate community in which its campuses operate.

In this regard, various goals stated in the Institutional Plan were pursued. One such goal was to ensure that learning outcomes reflect the principles of good citizenship as an input in the global sustainability conversation. Another was to align and to synergise commercialisation and social engagement activities related to teaching-learning and research. Of particular importance was the goal of developing, integrating and embedding sustainability as a driver of strategy and standard operating procedures in all core business activities at the university.

With reference to sustainability, the NWU has a long-standing track record of paying attention to environmental, social and governance issues. Since 2010, the NWU Social Development Trust has been creating awareness of and embarking on projects to positively affect the socio-economic life and environment of the immediate communities surrounding the university's campuses. In this regard, the NWU wishes to build on its proven track record and to continue to improve on the sustainability pathway it has embarked upon.

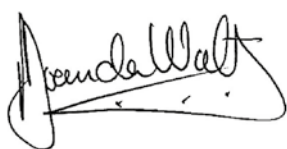
The following table gives a high-level overview of sustainability-related achievements in 2014:

Typological indication	Relevant theme	Cross reference to other section in the annual report or substantial description	Vehicle for the activity
Environmental	Energy efficiency	Green campus initiative – more information under the heading <i>Community Engagement</i> in the Vice-Chancellor's Report	Organised student life, via the campus student representative councils, and awareness campaigns with personnel to ensure more responsible energy consumption.
	Clean technologies	Green campus initiative – more information under the heading <i>Community Engagement</i> in the Vice-Chancellor's Report	Faculty of Engineering of Potchefstroom Campus



Typological indication	Relevant theme	Cross reference to other section in the annual report or substantial description	Vehicle for the activity
	Ride sharing and transport	Green campus initiative – more information under the heading <i>Community Engagement</i> in the Vice-Chancellor's Report	Find-a-lift: All three campuses are participating. By providing this option as a voluntary online booking platform, campuses can ensure safer ride-sharing options to students and personnel. The university can also calculate its carbon footprint reduction based on the calculations made by this service provider. Please note this is a new initiative and no calculations are reported here. In addition, the Potchefstroom Campus implemented a campus shuttle service in 2014 as part of its efforts to find solutions to parking challenges on the campus.
	Recycling and waste management	Green campus initiative – more information under the heading <i>Community Engagement</i> in the Vice-Chancellor's Report	Organised student life, via the campus student representative councils, and awareness campaigns with personnel to ensure more responsible disposal of recyclable products and paper meetings.
	Curriculum content	Green campus initiative – more information under the heading <i>Community Engagement</i> in the Vice-Chancellor's Report	The Faculty of Engineering and the School for Curriculum Based Studied on the Potchefstroom Campus have attempted to include environmental aspects in curricula.
	Water use	Green campus initiative – more information under the heading <i>Community Engagement</i> in the Vice-Chancellor's Report	Organised student life, via the campus student representative councils, and awareness campaigns with personnel on NWU Vaal campus. In addition, NWU Institutional Infrastructure and Planning conducted a project on the Potchefstroom Campus, which entails installing water meters to monitor usage.
	Biodiversity	Green campus initiative – more information under the heading <i>Community Engagement</i> in the Vice-Chancellor's Report	NWU Vaal Campus Green campus committee acting as driver for awareness and environmental legal compliance.
	Moving towards a paperless environment for NWU meetings	More information under the heading Institutional Governance and Secretariat Services in the Vice-Chancellor's Report	

Typological indication	Relevant theme	Cross reference to other section in the annual report or substantial description	Vehicle for the activity
Societal	Current <i>Community Engagement</i> initiatives and impacts	More information under the heading <i>Community Engagement</i> in the Vice-Chancellor's Report (societal transformation) and the use of service-learning as an engagement tool.	Organised student life, via the campus student representative councils play a major role through volunteerism. However, through the NWU's strategy of reciprocity, which ensures mutual benefit, the university is driving <i>Community Engagement</i> as part of the core business, mostly through research and to a lesser extent through service learning.
	Staff and student wellness programmes	More information under the heading <i>Staff Wellness</i> in the Vice-Chancellor's Report	Wellness 4 U.
Economic	Anti-corruption awareness and training	Internal Audit has an annual programme of presenting workshops to raise awareness of anti-corruption matters. More information under the heading <i>Internal Audit</i> in the Vice-Chancellor's Report	Internal Audit training programme
	Occupational Health and Safety training	More information under the heading <i>Occupational Health and Safety</i> in the Vice-Chancellor's Report	Occupational Health and Safety
	Conflict of Interest	A declaration of Conflict of Interest is signed by every staff member annually	Internal Audit and Human Capital



MR PJ VAN DER WALT
CHAIRPERSON OF COUNCIL
(until 23 September 2014)



MS ITUMELENG POOE
CHAIRPERSON OF COUNCIL
(from 23 September 2014 to
18 November 2014)

Note:

Council approved the statements contained in this report during the Council meeting held on 19 June 2015 as per the regulations





[REPORT OF SENATE TO COUNCIL]

5.1 CHANGES IN ACADEMIC STRUCTURES

No major changes took place in the academic structures of the NWU and its three campuses in 2014. The existing structures, consisting of 15 faculties distributed across the campuses, have worked well.

While the overall academic structures remained essentially the same, five new research entities were approved, one entity was upgraded from a niche area to a focus area, and several organisational units were renamed. These changes were as follows:

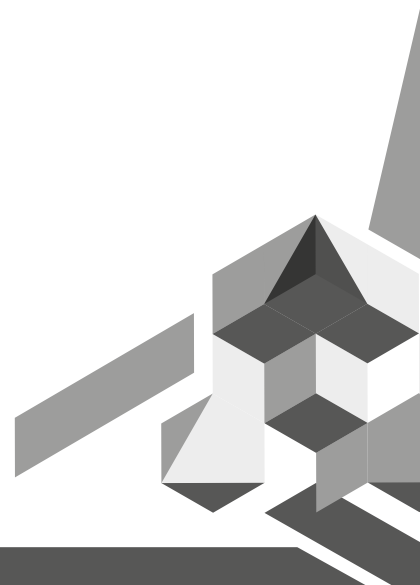
- Senate approved the upgrading of Population Health Studies from a research niche area to a focus area on the Mafikeng Campus.
- On the Potchefstroom Campus, Senate supported the proposal of the Faculty of Law for a new organisational unit, namely Postgraduate Programmes, and also approved the faculty's request to change the name "Undergraduate" to "Undergraduate Programmes".
- Still on the Potchefstroom Campus, Senate supported two other name changes: the Institute of Psychotherapy and Counselling would be renamed the Institute of Psychology and Wellbeing in the Faculty of Health Sciences, and the research focus area Self-Directed Learning and Technology Enhanced Learning in the Faculty of Education Sciences would become Self-Directed Learning (SDL).
- Senate also approved the following applications for new research entities:
 - the focus area Community Psychosocial Research (COMPRES), Potchefstroom Campus
 - the Human Metabonomics focus area, Potchefstroom Campus
 - the Occupational Hygiene and Health Research Initiative (OHHRI), a niche area on the Potchefstroom Campus
 - Lifestyle Diseases, a niche area on the Mafikeng Campus.

One change that affected all three campuses was Senate's approval of a research focus area, Ancient Texts, hosted on the Potchefstroom Campus and working across all campuses.

5.2 COMPOSITION OF SENATE

In line with section 12(1) of the Statute, the membership of the NWU Senate comprises:

- The Vice-Chancellor (chairperson)
- The Vice-Principal
- The Deputy Vice-Chancellor: Teaching-Learning
- The Deputy Vice-Chancellor: Research, Innovation and Technology
- The campus rectors
- The Institutional Registrar



- The deans of all faculties
- Academic staff elected by academic staff in the faculties (33 members in total)
- Non-academic staff elected by non-academic staff (two in total)
- Students designated by the Institutional Student Representative Council (ISRC) (four in total)
- The Chairperson of Council or delegate and one other Council member elected by Council
- Persons responsible for research, academic support and library and information services
- Academic staff members co-opted by the Senate upon the advice of the Senate Standing Committees, with special regard to race and gender (eight in total)

Various election processes took place during 2014 to fill the vacancies in Senate, as well as to elect Senate's designates to Council in accordance with the Statute.

Four ordinary meetings of Senate were held on 5 March, 28 May, 27 August and 22 October. The average attendance at Senate meetings was 69%.

Senate Standing Committees and task teams attended to specific tasks such as the revision and development of new academic rules and policies, institutional research and innovation activities, revision of admission requirements and the alignment of academic programmes and research.

One of the important Standing Committees is the Research Ethics Committee, which is responsible for formulating norms for ethical guidelines for all NWU research on humans, animals and human and animal material, as well as genetic material from all living organisms.

No research project regulated by the ethical guidelines may commence without a letter of approval from the Research Ethics Committee. During 2014, the committee and the different research ethics subcommittee considered a total of 142 applications for approval of research protocols, of which 103 came from the Potchefstroom Campus, four from the Vaal Triangle Campus and one from the Mafikeng Campus.

The following Senate Standing Committees were in place during 2014:

- Senate Executive Committee
- A campus senate committee per campus
- Institutional Committee for Research and Innovation
- Institutional Committee for Teaching and Learning
- Institutional Committee for Academic Standards
- Institutional Admission Requirements Committee
- Standing Committee for Academic Literacy
- Standing Committee for Philosophical Grounding
- Appeals Committee

In addition, the following committees reported to the Institutional Committee for Research and Innovation:

- Institutional Research Support Commission
- Research Ethics Committee
- Higher Degrees Committee
- Committee for the Classification of Theses and Dissertations

5.3 SIGNIFICANT DEVELOPMENTS AND ACHIEVEMENTS IN TEACHING AND LEARNING

The scope of teaching-learning at the NWU is described in mission element two of the Institutional Plan. This element states that the university, through innovative and high-quality teaching-learning, develops, educates and empowers well-rounded graduates who are able to think laterally and critically in their service to the country and its people. The Teaching-Learning portfolio contributes to the delivery of well-rounded graduates by taking responsibility for academic



planning, the academic development and support of students and staff, the development of innovative approaches to teaching and learning, including teaching and learning technology, and career development. The portfolio also provides oversight to the library services and to open and distance learning.

5.3.1 TEACHING AND LEARNING FRAMEWORK

TEACHING AND LEARNING STRATEGY

Section 2.1.2 of the Institutional Plan for 2014 refers to the finalisation of the teaching and learning strategy, which has been in development since 2013. The strategy is the key document that provides a point of coordination for the university's teaching and learning policies. Following the development of the draft strategy, and the first consultation with campus representatives during 2013, a third draft of the strategy was finalised at the end of February 2014. During March 2014, the Vice Rectors for teaching and learning coordinated a consultative process relating to the strategy on their campuses.

The draft strategy was tabled at the Institutional Committee for Teaching and Learning (ICTL) meeting of 16 April 2014 which decided that a special meeting should be convened to discuss the draft strategy in the light of the institutional inputs. Accordingly, draft 3.2 of the strategy, which consolidated the inputs received during the March 2014 consultative process, was discussed at a special ICTL meeting on 23 September 2014. The inputs that were received from the special meeting were incorporated into the fourth draft of the strategy, which will be tabled at the ICTL and Senate for approval in the first semester of 2015.

REVIEW OF THE STATUS OF TEACHING AND LEARNING

Section 2.1.3 of the 2014 Institutional Plan indicates that the review of the state of teaching and learning at the university that began in 2013 should be finalised during the first semester of 2014. The focus of the review was on the Vaal Triangle and Mafikeng campuses as a review of the status of teaching and learning at the Potchefstroom campus had already taken place in 2011. The campus reports were finalised during the first semester of 2014.

5.3.2 BLENDED LEARNING

The NWU Risk Register (Risk 10) points to the risk that NWU may not respond adequately and timeously to international developments relating to the use of technology in teaching and learning, changing patterns of provision, including blended learning, and the impact of developments such as Massive Open Online Courses (MOOCs) on higher education institutions.

Sections 2.1.2.2 to 2.1.2.4 of the Institutional Plan for 2014 refer to the integration of decisions on teaching and learning technology into the design of the teaching and learning environment, as well as an ongoing process to redesign NWU academic programmes for blended learning. This will occur through the continuation of pilot projects, as well as the development of an integrated blended learning project plan. The draft teaching and learning strategy defines blended learning as follows:

"Blended learning is the integration (or fusion) of thoughtfully selected complementary teaching and learning strategies based on educational merit as determined by factors such as the pedagogical context, the nature of the discipline and the learning material, and the profile of the students, so that the strengths of each are blended into a unique learning experience. It is a fundamental redesign that transforms the structure of, and approach to, teaching and learning embedded in a range of delivery modalities."

To date, the university has made significant progress in the development of electronic or "SMART-guides"¹² as part of a learning environment that supports student-directed learning. Key design principles have been established for the interactive guides. To take the work on blended learning further, the Deputy Vice-Chancellor: Teaching-Learning presented a blended learning roadmap to the ICTL meeting of 16 April 2014 for noting. The roadmap sets out principles, objectives and critical success factors for the implementation of blended learning and provides a basis for the establishment and work of teams of academics on the design and redesign of academic programmes within specific disciplines. It also outlines some of the

Note:

¹² "SMART" is an acronym referring to: **S**tudent-directed learning; **L**earning **M**anagement; **A**ssessment; a **R**esponsive environment; and **T**racking as a tool for learning analytics



resources, such as best-practice guidelines and an institutional repository to assist the design and redesign teams. The ICTL meeting of 16 April 2014 also approved the establishment of an NWU steering committee for blended learning, which will serve as the coordinating structure to oversee the further development of the blended learning framework, and to direct a comprehensive planning process around the implementation of blended learning. The steering committee includes a broad range of stakeholders including vice-rectors for teaching and learning, deans, managers from Information and Communication Technology (ITC), the Library, Finance and Facilities, Academic Development Services, Residences and the Unit for Open Distance Learning. The steering committee met for the first time in November 2014, and agreed that its focus during 2015 will be the development of a comprehensive project plan to guide the work on blended learning.

5.3.3 TEACHING AND LEARNING TECHNOLOGY

The Institutional Plan 2014 indicates in goal 2.1.2 that the university will continue to integrate decisions on teaching and learning technology into the design of the teaching and learning environment, and that the Teaching and Learning Technology Working Group (eNdaba Working Group) will coordinate capacity development opportunities to support the adoption of teaching and learning technology. The activities in this domain of support at the NWU are regulated by the teaching and learning technology (TLT) framework. The purpose of the framework is to define, identify, implement, maintain and ensure the quality of teaching and learning technology used at the NWU in the context of the mission elements of the institutional plan. The TLT framework is implemented through the following main focus areas: collaboration, engagement, production/ maintenance and implementation of teaching and learning technology.

COLLABORATION

The Institutional Manager: Teaching and Learning Technology collaborates with partners and collaborators and establishes new partnerships and collaboration agreements with other users of teaching and learning technology at higher education institutions. The aim of this collaboration is to benchmark, source, obtain and share new and internally developed technology to the benefit of the NWU and other participating partners and collaborators.

ENGAGEMENT FOR TEACHING AND LEARNING TECHNOLOGY ADOPTION

In 2014 the eNdaba workgroup was involved in Learning Management System (LMS) operational management, development of e-guides, lecture capturing and video streaming, and streamlining of the study material production system on all three campuses. The workgroup also gave operational support for the adoption of teaching and learning technology on all three campuses, and conducted capacity building (via OLC webinar training) so that academic development staff on the campuses could effectively support the adoption and use of teaching and learning technology.

PRODUCTION/ MAINTENANCE

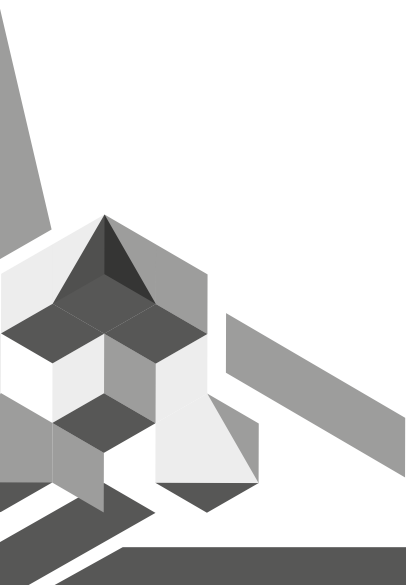
The group also successfully tested and implemented Sakai 10, conducted a survey on the use of technology among staff and students, developed an NWU learning resources repository, and developed functionalities to support the implementation of an offline version of the learning management system e-Fundi.

IMPLEMENTATION OF TEACHING AND LEARNING TECHNOLOGY

This revolves around the production of study guides in terms of the study guide policy, and the use of eFundi.

PRODUCTION OF STUDY GUIDES

The table below gives a breakdown of the number of paper-based study guides produced through the study material production system in 2013 and 2014 respectively. The actual production as a percentage of the total number of modules presented is shown in brackets.



Campus		First semester	Second semester	Total
Vaal Triangle	2013	771 (99,44%)	565 (98,41%)	1 336 (98,92%)
	2014	709 (96%)	604 (93,7%)	1 313 (94,85%)
Potchefstroom	2013	2 073 (78,68%)	1 841 (81,94%)	3 914 (80,18%)
	2014	2 719 (94,63%)	2 311 (98,79%)	5 030 (96,48%)
Mafikeng	2013	413 (57,04%)	383 (55,99%)	796 (56,53%)
	2014	441 (62,46%)	581 (86,32%)	1 022 (74,11%)

The number of paper-based study guides available at the Mafikeng Campus increased from 42% in 2012 to 74% in 2014.

IMPLEMENTATION OF eFUNDI AT THE NWU

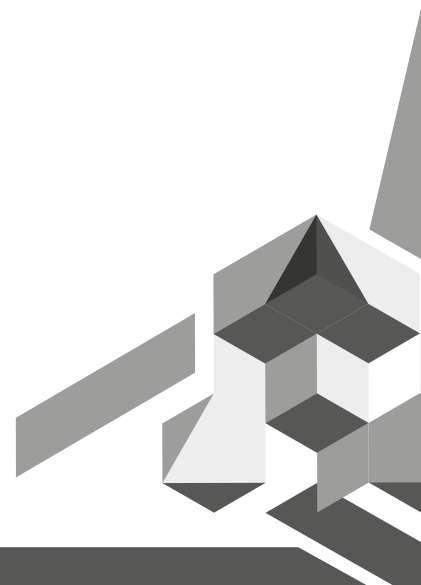
The eFundi learning management system, which is a SAKAi implementation, continued to gain ground on all three campuses, as the following table shows:

Use of eFundi	Mafikeng	Potchefstroom	Vaal Triangle
Sites created	1 265 (2013: 983)	2 781 (2013: 2464)	902 (2013: 810)
Active sites (seven or more students per site)	1 256 (2013: 791)	2 581(2013: 1897)	879(2013: 690)
Number of personnel that use eFundi as LMS	294 (2013: 231)	701 (2013: 648)	194 (2013: 193)

While the university made substantial progress in the use of teaching and learning technology during 2014, the rapid pace of development in this area means that the NWU will need to take steps to improve its capacity with respect to learning analytics and to accelerate the development of a learning resources repository. In addition, steps must be taken to ensure that staff members at all three campus have adequate opportunities to participate in capacity development for the use of teaching and learning technology.

5.3.4 OPEN EDUCATION RESOURCES UNIVERSITAS

The NWU participates in the open learning movement and will explore the use of open educational resources to enhance access to high-quality and affordable learning material. To this end the Deputy Vice-Chancellor: Teaching-Learning attended the third meeting of the OERu partners in Hobart and Sydney, Australia in November 2014. The NWU will host the annual meeting of the 34 partner universities in October 2015.



5.3.5 OPEN DISTANCE LEARNING

Open distance learning is a key strategy for the expansion of the higher education sector, as foreseen in the DHET's Policy Framework for the Provision of Distance Education in South African Universities (July 2014), as well as the White Paper for Post-School Education and Training (December 2013).

The Unit for Open Distance Learning (UODL), which was launched on 1 January 2013, is responsible for the delivery of academic programmes from various faculties to distance students. Although the UODL is based on the Potchefstroom Campus, it serves the Mafikeng and Vaal Triangle campuses in the delivery of programmes in Theology and Education Sciences respectively. Currently six programmes are offered in Education Sciences, five in Health Sciences and two in Theology. The BA in Public Governance with Policing Practice will be implemented in 2015.

Each of the UODL's 58 open distance learning centres in South Africa and Namibia has a full-time centre manager and is serviced by two IT operators and a number of facilitators.

Each centre has a resource centre providing relevant learning material, computers with internet access, a DVD for each module, and people to assist the students. In addition, each centre has at least two interactive whiteboards to which lectures can be broadcast, while study material and study guides can be downloaded from the Web. In some cases simultaneous translation of lectures into three languages is provided to enhance student access. Furthermore all lectures are captured electronically so that students can revisit the lecture later when they wish to. A centralised call centre assists with academic and administrative enquiries, while a process is under way to enter into a partnership that will provide a 24-hour tele-counselling service to ODL students.

In 2014, approximately 2 000 students responded to the UODL's pilot online questionnaire on the experience of open distance learning students. Their positive response to the questionnaire led to the development of a more substantial online questionnaire dealing with topics such as the application and registration processes, learning material, the academic programme, assignments and examinations, support from lecturers and student life.

The second survey had 1 280 respondents who were, on the whole, satisfied with the service delivery of the UODL. However, they had some concerns about the time the UODL took to return assignments and in the perceived lack of sufficient constructive feedback about their assignments. Respondents also suggested that the UODL identify international standards for the duration of studies, study material dissemination, response time of the call centre, information on the examinations and feedback to students. The UODL is addressing these concerns.

Apart from delivering formal programmes, the UODL provides facilities and logistical support for the delivery of various continuing education courses, as well as the University Preparatory Programme (UnivPrep), which is discussed later in this report. In 2014 more than 1 500 participants were enrolled in continuing education programmes facilitated by the UODL. The university concluded contractual agreements with various FET colleges and provincial Departments of Education, mostly to give their staff the opportunity to participate in professional development courses.

5.3.6 HEQC QUALITY ENHANCEMENT PROJECT

The HEQC's Quality Enhancement Project, which will run in two phases from 2014 to 2019, is a systematic approach to addressing the challenge of student success. It aims to improve the quality of undergraduate educational provision and the quality of graduates, and to promote sectoral collaboration in order to share good practices. The four focus areas of the first phase are enhancing academics as teachers, enhancing student support and development, enhancing the learning environment, and enhancing course and programme enrolment management.

During 2014, the NWU appointed a Steering Committee, chaired by the Deputy Vice-Chancellor: Teaching-Learning to direct the work of four task teams on the focus areas, and submitted its Quality Enhancement Project report to the HEQC by the deadline of 31 August 2014.



The NWU report developed as part of the Quality Enhancement Project confirmed that the university has made significant progress and has good practices in the various focus areas. However, key areas for further work are the need for the development of a coherent framework for student development and success, as well as a more systematic approach towards staff development.

The process also confirmed the need for greater coordination between different campuses and functional units so that NWU can have consistent standards in the provision of a range of student support systems, such as writing and reading laboratories, and mentoring and tutoring programmes.

During 2015, the task teams will work on the focus areas in order to improve policies and practices in areas where challenges have been identified. An institutional forum has been established to develop a student success framework, which provides a point of coordination for student support and development activities across the campuses.

5.3.7 ACADEMIC PLANNING

PROGRAMME DEVELOPMENT, MANAGEMENT AND REVIEW

With respect to the development, approval and management of the university's formal programmes, the NWU Risk Register (Risk 8) indicates that there may inefficient rules, guidelines, policies and processes for the accreditation of formal academic programmes. This may lead to the possibility that programmes may be offered without the necessary formal approval from regulatory bodies, with severe consequences for the university's reputation. To address this risk, two major aspects of the programme development, management and review process were identified in the Institutional Plan (as items 2.3.3 and 2.6.1 respectively). These were to draft revised policies and procedures as foreseen and to complete systems development as planned.

POLICY AND PROCEDURES FOR PROGRAMME DEVELOPMENT, MANAGEMENT AND REVIEW

It became apparent that the NWU needed a single, comprehensive policy covering the life cycle of the development, management and review of a qualification or academic programme. This would include arrangements for continued attention to cross-campus alignment of programmes.

The revision of the existing policy and procedures was therefore designed to take at least the following considerations into account:

- simplifying the programme approval process
- clarifying and aligning campus-based and institutional approval responsibilities and procedures
- managing the external regulatory environment
- assisting and guiding members of academic staff
- developing an accurate and up-to-date database.

SENEX agreed to form a task team that would steer the revision of the Academic Programme Management Policy. This task team, chaired by the Deputy Vice-Chancellor: Teaching-Learning, took responsibility for reviewing the policy, and developed it into what is currently referred to as the Draft Policy for Programme Development, Management and Review as reported on to the ICTL meeting of September 2013.

During 2014 the draft policy was amended further to make provision for recent technological developments, but also to incorporate further measures to maintain programme alignment across campuses. These additions have to be discussed and approved by the task team in 2015.

In the meantime, the internal approval process was amended during 2014. The changes entail providing additional support for documenting programme information, redesigning the process for receiving and distributing information, moving the responsibility for communicating feedback from external bodies to the Office of the Deputy Vice-Chancellor: Teaching-Learning, and redesigning the format of the feedback letter that alerts academic programme owners about the need for further action.



SYSTEMS DEVELOPMENT

In order to mitigate identified risks, an interim electronic system was developed and implemented in anticipation of a more comprehensive system that were being developed. The interim system will remain in place until the Kuali system has been implemented.

The final system is intended to improve the operational aspects of the programme development and approval phases of the programme management process which forms part of the core business processes of the NWU. A number of milestones were reached in the reporting period. These included preparing the system for user acceptance testing and developing training materials.

Once the system is functional, the draft policy on programme development, management and review will be refined. In the future, many of the records on the NWU's portfolio of qualifications and academic programmes will be generated through an automated process, with ongoing oversight ensuring the integrity of the records – a first for a South African university as far as could be established.

As far as roles and responsibilities for programme development are concerned, the Office of the Deputy Vice-Chancellor: Teaching-Learning will provide support to the campuses and liaise with internal stakeholders. The Institutional Registrar will communicate with external bodies and be responsible for records management. Information Technology Services will handle ongoing maintenance and further technical development of the system, as well as user support.

5.3.8 PROGRESS WITH THE HIGHER EDUCATION QUALIFICATIONS SUB-FRAMEWORK (HEQSF) ALIGNMENT PROJECT

At the end of 2014 the HEQSF alignment process was still under way. Progress in respect of each of the three categories is outlined below.

NWU CATEGORY A QUALIFICATIONS

The Category A process was nearing completion in 2014, and the focus was on interacting with the three external bodies responsible for the approval, accreditation and registration of qualifications and academic programmes.

At a meeting at the Department of Higher Education and Training in September 2014 a representative of the department informed the NWU delegation that all NWU Category A submissions had been approved by both the Council on Higher Education and the Department – making the NWU the only university to have achieved this distinction. The next step is for the DHET to forward information on the qualifications and programmes to the South African Qualifications Authority (SAQA). A process for uploading the Category A programmes to the new ICAS system commenced in late 2014 as a live pilot project. The aim is to ensure that the NWU will be ready for processing HEQSF-aligned programmes as soon as SAQA gives the go-ahead.

NWU CATEGORY B QUALIFICATIONS

In accordance with the timelines originally set by the HEQC for the completion of the Category B phase of the HEQSF Alignment Project, June 2013 was the internal due date for the NWU's submission of its Category B qualifications and programmes to the HEQC. This would have been preceded by a thorough internal approval process of the re-curriculum by the programme clusters, as well as an external evaluation process concerning a selection of the clusters.

Owing mainly to external factors and delays beyond the control of the NWU, the date for submitting the Category B qualifications and programmes to the HEQC was extended by one year, and the internal project plan and management was adapted accordingly.

One of the unfortunate consequences was that the planned external evaluation process had to be aborted.

As far as the internal approval process is concerned, the NWU completed the approval and review of the final S2 templates of all programme clusters, and consolidated the 15 templates into a single document, and finalised the NWU submission to the HEQC.



The last leg of the Category B process entailed a further template, S3, which had to be completed for the HEQC. This form was originally intended to summarise an institution's consolidated S2 by way of answering a set of directed questions. From the start the NWU has tried to convey serious concerns on these questions to the HEQC, showing that while the S2 information was based on a qualification approach (with various linked programmes), the S3 process as required by the HEQC followed a programme approach. This approach was problematic as it overlooked the qualification-programme linkage and did not make provision for different (but aligned) programmes being offered at different campuses.

The HEQC informed the NWU in April 2014 that it would not make the expected revised version of the S3 available to the NWU. Hence, the NWU team proceeded with the process for completing the S3 within the programme clusters, adapting the submission as sensibly as possible to fit the NWU realities presented by the three-campus arrangement.

The HEQSF alignment process for the Category B programmes progressed as planned and 198 qualifications or programmes were submitted by the deadline of 30 June 2014.

NWU CATEGORY C QUALIFICATIONS

Category C qualifications continued to be marketed only if they remained open for new intakes of students in 2015. These qualifications will remain in the Yearbooks until they have been phased out.

5.3.9 ONGOING QUALIFICATION AND PROGRAMME ALIGNMENT

The NWU Risk Register (Risk 9) identifies continuing challenges relating to the inadequate alignment of programmes as a serious risk. It has the potential to negatively affect the consistency of academic standards and the quality of the learning experience of students, threaten the vision of NWU as a unified university, and may lead to the withdrawal of accreditation from professional and statutory bodies. It is imperative that an effective framework be put in place to ensure substantive programme alignment, with clear roles, responsibilities and reporting requirements. In addition, ongoing assistance must be provided to campuses on qualification and academic programme planning and there must be ongoing cross-campus interaction.

There have been many changes in the external environment, such as changes in higher education legislation and regulations, the introduction of the HEQC Online system and the HEQSF alignment process. This has necessitated a more holistic view for ensuring aligned and, where needed, integrated institutional responses to matters relating to the approval and accreditation of qualifications and programmes. External requirements are also fairly complicated, and sometimes need interpretation in order to successfully submit new programmes or qualifications or to amend existing offerings. For this reason, the NWU has paid constant attention at institutional level to liaison with external bodies and records management of submissions and responses, as well as internal communication. Even so, these remain somewhat problematic as issues often have to be dealt with per external body.

Until the HEQSF alignment started in 2012, academic programme planning for formal qualifications and academic programmes, as well as for non-formal programmes, was handled largely at the campus level. The alignment project makes it necessary to provide a mechanism for ensuring continued cross-campus alignment of qualifications and programmes, over and above the Institutional Committee for Academic Standards process in itself. The cross-campus clusters established for the HEQSF alignment project may provide a solution. The committee drafting the policy on programme development, management and review will be requested to consider the matter and to make a recommendation as appropriate.

5.3.10 INSTITUTIONAL COMMITTEE FOR ACADEMIC STANDARDS (ICAS)

The ICAS process assists in the management of the PQM by critically considering applications submitted for the approval of qualifications and programmes by the respective disciplines.

During 2014, ICAS held 20 meetings dealing with formal qualifications and programmes, as well as continuing education offerings. Four of these meetings were advisory meetings, four were approval meetings and 12 were continuing education (short course) meetings.



Concerning formal qualifications and programmes, Form 0 and Form 3 applications constituted 39% of the business of ICAS. Form 0 applications that require external approval made up 16%, and Form 3 applications entailing internal changes to existing qualifications accounted for 23%.

In addition, ICAS approved applications for 138 new continuing education offerings and this made up just over 61% of the business of ICAS.

The following table lists the applications per campus that ICAS dealt with from January to September 2014:

Campus	Changes to existing programmes	New qualifications and programmes	Continuing education offerings
Mafikeng Campus	2	4	8
Potchefstroom Campus	40	21	108
Vaal Triangle Campus	6	3	22
Mafikeng and Potchefstroom	2	4	0
Potchefstroom and Vaal Triangle	2	1	0
Mafikeng, Potchefstroom and Vaal Triangle	1	3	0
Subtotal	53	36	138
TOTAL	227 approvals		

5.4 CONTINUING EDUCATION

The university has tasked a working group to develop a framework for continuing education. This framework is intended to create an enabling environment for the growth and sustainable management of a variety of types of non-formal programmes and, in the process, manage identified risk. It introduces the term "Continuing education" to provide for more comprehensive coverage of the various non-formal teaching and learning-related activities. These include, among others, short learning programmes, short courses, continuing professional development offerings and workshops with a teaching and learning aspect.

The NWU Risk Register (Risk 7) identifies the risk in this area as a lack of adequate systems to monitor and manage short course approval and the presentation of approved short courses. This may lead to the offering of unapproved courses, fraudulent certification practices, and the opportunistic offering of short courses in areas where NWU lacks the necessary expertise. This identified risk necessitated two types of immediate intervention. These interventions, which were fully implemented in 2014, took the form of interim arrangements such as holding more frequent ICAS meetings for continuing education and prioritising the development of parts of the NWU's continuing education framework.

The national framework/policy for the management of continuing education is being revised. This will affect the way universities manage their portfolios of short courses in future. Following a request by SAQA to the Vice-Chancellor, the NWU participated in the drafting of these guidelines (earmarked for implementation in June 2015) by making available some help to assist SAQA in this process.



5.4.1 HEQC REQUEST FOR INFORMATION

In April the NWU received a request from the HEQC to complete a comprehensive questionnaire on continuing education for submission by 30 June 2014.

On the one hand, this request had an impact to some extent on the planned work toward the completion of the outstanding sections of the continuing education framework; on the other it provided an opportunity to gather information systematically and to update the NWU records on continuing education. Some concerns, many related to records management, have already been identified through this process.

The submission was made on 30 June 2014 as required. The outcome of the process that the HEQC is managing will feed into the development of the national guidelines document.

5.4.2 FURTHER DEVELOPMENT OF THE CONTINUING EDUCATION FRAMEWORK

A number of issues remain outstanding concerning the strategic direction for continuing education and an appropriate business model. At this stage the proposed business model contains elements sourced from interaction with a range of role players. This model, which is still work in progress, centres on the development of policies or guidelines on the issuing of continuing education certificates and on teaching and learning agreements entered into on behalf of the NWU.

5.5 ACADEMIC DEVELOPMENT

5.5.1 STAFF DEVELOPMENT

Academics continually expand their knowledge and skills to implement the best educational practices in order to help students learn. This is made possible through different programmes that the Academic Development and Support units make available across the three campuses.

5.5.2 INSTITUTIONAL COURSE FOR NEW LECTURERS (ICNL)

The ICNL is part of the university's strategy for promoting the professionalism of its academic staff in teaching and learning (Institutional Plan 2014: 2.5.2). At the end of the ICNL (Phase 1, 2 and 3), new lecturers should be able to perform the following roles competently:

- facilitate learning and create effective and efficient learning environments for their learners;
- create valid and reliable assessment tasks to assess student learning;
- be knowledgeable about the research structures established to improve research productivity at the NWU;
- develop an awareness and elementary capacity regarding the foundation and ethical issues in science; and
- know where to find appropriate support services for teaching, learning and research activities (institutional and on campus).

PARTICIPATION IN ICNL

Phase 1 of the Institutional Course for New Lecturers takes place three times annually and is presented by the Institutional Academic Development Services for staff from all campuses. Phase 1 of the course introduces newly appointed lecturers to the university's strategy and policies for teaching and learning, as well as to various support services, and provides a brief overview of the higher education landscape.

Phase 2 of the course, which is presented at a campus level, builds on the first phase by creating practical opportunities for newly appointed lecturers to explore aspects of pedagogy, curriculum development and student learning.

The purpose of Phase 3, which is also presented on each campus, is to introduce newly appointed academics to the philosophical foundational issues of their respective subject fields.



The table below indicates the number of lecturers who attended the ICNL across the three campuses per faculty in 2014:

Campus	Faculty	Phase 1	Phase 2	Phase 3
Mafikeng Campus	Faculty of Agriculture, Science and Technology	5	2	6
	Faculty of Commerce and Administration	11	12	6
	Faculty of Education Sciences	8	10	5
	Faculty of Human and Social Sciences	7	5	3
	Faculty of Law	3	4	2
Potchefstroom Campus	Faculty of Arts	4	7	5
	Faculty of Economic and Management Sciences	9	7	4
	Faculty of Education sciences	10	11	6
	Faculty of Engineering	2	4	1
	Faculty of Health Sciences	16	17	21
	Faculty of Law	1	1	3
	Faculty of Natural Sciences	1	9	2
	Faculty of Theology	3	3	0
Vaal Triangle Campus	School of Accounting Sciences	4	3	11
	School of Economic Sciences	8	4	-
	School of Information Technology	1	4	-
	Faculty Economic Sciences and Information Technology	-	-	16
	School of Basic Sciences	10	1	-
	School of Educational Sciences	1	5	-
	School of Behavioural Sciences	3	5	-
	School of Languages	2	6	-
	Faculty of Humanities			11
TOTAL		109	120	91

(It should be noted that not only 'brand new' lecturers attend the ICNL each year. Other participants are lecturers who have not had time to attend since 2007).



RELEVANCE OF ICNL PHASE1 TO LECTURERS

This section presents participants' evaluation of the various components of Phase 1 of the ICNL as presented during the three sessions in January, June and November 2014.

The following table indicates the evaluation by participants of the various components of Phase 1 of the ICNL:

ICNL session	Dates	Not relevant	Relevant	Most relevant	Total
1. Language Directorate	January 2014	12%	21%	67%	100%
	June 2014	12%	20%	68%	100%
	November 2014	3%	13%	83%	100%
2. Research development and support at the NWU	January 2014	21%	25%	54%	100%
	June 2014	0%	17%	83%	100%
	November 2014	0%	7%	93%	100%
3. Sources for research funds	January 2014	8%	21%	71%	100%
	June 2014	4%	12%	84%	100%
	November 2014	0%	4%	96%	100%
4. Commercialisation of research	January 2014	8%	54%	38%	100%
	June 2014	13%	9%	78%	100%
	November 2014	0%	26%	74%	100%
5. Quality assurance in higher education	January 2014	24%	38%	38%	100%
	June 2014	15%	19%	66%	100%
	November 2014	7%	11%	82%	100%
6. The role of the lecturer in the NWU records management programme	January 2014	12%	28%	60%	100%
	June 2014	0%	23%	77%	100%
	November 2014	0%	4%	96%	100%
7. The teaching and learning framework of the NWU	January 2014	16%	12%	72%	100%
	June 2014	0%	15%	85%	100%
	November 2014	0%	7%	93%	100%
8. The scholarship of teaching and learning	January 2014	12%	24%	64%	100%
	June 2014	4%	22%	74%	100%
	November 2014	0%	7%	93%	100%
9. Curriculum development	January 2014	24%	20%	56%	100%
	June 2014	9%	18%	73%	100%
	November 2014	0	7%	93%	100%
10. Designing a learning experience	January 2014	16%	40%	44%	100%
	June 2014	0%	9%	91%	100%
	November 2014	9%	4%	87%	100%

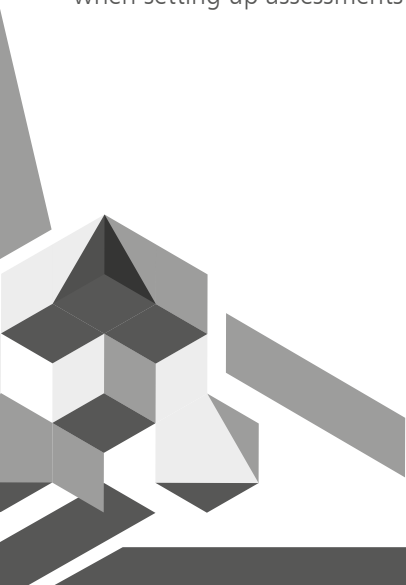
ICNL session	Dates	Not relevant	Relevant	Most relevant	Total
11. Community engagement	January 2014	16%	44%	40%	100%
	June 2014	13%	22%	65%	100%
	November 2014	7%	11%	82%	100%
12. Assessment in higher education	January 2014	12%	42%	46%	100%
	June 2014	8%	8%	84%	100%
	November 2014	8%	12%	81%	100%
13. Learning theories, approaches and strategies	January 2014	16%	28%	56%	100%
	June 2014	12%	12%	76%	100%
	November 2014	0%	0%	100%	100%
14. How will IT help you	January 2014	0%	8%	92%	100%
	June 2014	0%	9%	91%	100%
	November 2014	4%	0%	96%	100%
15. Hemis time sheet	January 2014	0%	0%	0%	0%
	June 2014	17%	30%	53%	100%
	November 2014	0%	19%	81%	100%
Average January 2014		14%	29%	57%	100%
Average June 2014		7%	16%	77%	100%
Average November 2014		3%	9%	89%	100%
Average (Total)		8%	18%	74%	100%

It is clear that in terms of the average score for all the items, by far the majority of the participants found the ICNL course to be highly relevant.

INSTITUTIONAL COURSE FOR NEW LECTURERS (PHASE 2)

Mafikeng Campus

A new initiative, a three-day workshop held before the start of ICNL Phase 2, was introduced. During the workshop, lecturers become acquainted with the support services available on campus, as well as the eFundi learning management system. They also acquire knowledge on teaching learning and assessment strategies that are in line with the NWU policies and the teaching and learning framework. Lecturers build expertise using level descriptors and Bloom's taxonomy when setting up assessments and writing interactive study guides or develop e-guides as well as the use of technology.



Three-day courses for Phase 2 were offered on 22 to 24 January 2014 and 10 to 12 June 2014.
Attendance per faculty:

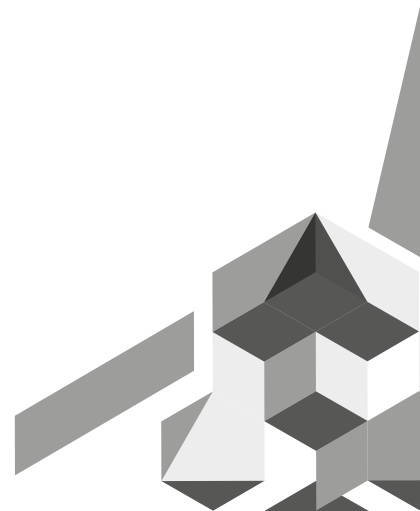
Faculty	Number of attendees
Faculty of Commerce and Administration	12
Faculty of Education	10
Faculty of Agriculture, Science and Technology	2
Faculty of Human and Social Sciences	5
Faculty of Law	4

Potchefstroom Campus

At the Potchefstroom Campus, a revised two-day ICNL Phase 2 programme was introduced. It is a comprehensive programme presented as a hands-on workshop three times a year. Topics included the NWU student profile, learning environment, teaching strategies, development of interactive study guides, assessment, and level descriptors and lesson planning. The participants have to complete various tasks on eFundi during the workshop, and conclude with an 'Amazing Race' which introduces them to the facilities and services of Academic Support Services.

Attendance per faculty:

Faculty	Number of attendees
Faculty of Arts	5
Faculty of Economics and Management Sciences	2
Faculty of Education Sciences	8
Faculty of Engineering	3
Faculty of Health Sciences	14
Faculty of Law	1
Faculty of Natural Sciences	1
Faculty of Theology	0



Vaal Triangle Campus

The purpose of the ICNL Phase 2 e-Portfolio is to ensure that newly appointed lecturers demonstrate their proficiency in areas that relate directly to teaching, learning, and assessment in higher education. For this, Academic Development Services offered compulsory and supporting workshops enabling lecturers to develop their e-Portfolios.

Of 39 lecturers completing the ICNL Phase 2 in 2014, 28 lecturers completed the requirements and will be receiving their certificate of completion. Six lecturers will complete the outstanding part of the requirements before June 2015 and 12 newly appointed lecturers have, so far, been invited to complete the ICNL Phase 2 in 2015.

5.5.3 OTHER ACADEMIC STAFF DEVELOPMENT ACTIVITIES

The following workshop opportunities were presented on the three campuses during the first and second semesters of 2014:

- eFundi tools
- E- guide development
- Effective teaching strategies: teaching large classes, Bloom's taxonomy and de Bono's thinking hats
- Exam paper formulation and development
- Assessment strategies
- Learning material development in a blended learning environment
- Use of technology standards and testing teaching learning technology
- Research support – research and publication book series (only on the Mafikeng Campus).

The following table indicates the attendance of seminars/conferences on campus:

Campus	Type of activity	Number of academic Staff members involved
Mafikeng	Research seminar	9
	Publication book series	25
Potchefstroom	Technology initiative conference	85
Vaal Triangle	Teaching and learning seminar	80

5.5.4 ACADEMIC SUPPORT TO THE UNIT FOR OPEN DISTANCE LEARNING (UODL)

The task of supporting UODL during 2014 was delegated to the Potchefstroom Academic Services unit.

A number of initiatives were piloted:

- assisting open distance learning (ODL) students via the eFundi Helpline
- consulting lecturers in Nursing on the development of study guides for ODL
- integrating a fit-for-purpose orientation programme for lecturers associated with the ODL Nursing programme into the ICNL Phase 2 programme
- Improving the ICNL Phase 2 programme to include sessions which address the needs of newly appointed and experienced ODL lecturers
- including ODL lecturers in workshops focused on the development of e-guides
- participating in discussions on e-marking and e-assessment.

The level and scope of support to the UODL, and also to faculties that engage in ODL provision, does not remotely address the actual needs. The allocation of additional resources and capacity has to an extent been relieved following the approval of two positions, including an advisor specialising in ODL and an instructional designer.

The increase in the number of faculties wanting to participate in ODL programmes, combined with the phasing out of

paper-based study guides and study material and the concomitant pressure to transform to e-guides, has led to a sharp increase in the demand for support in the development of digital study material. The anticipated growth in this area, and for the design and development of paper-based study material for students lacking access to the internet and technology, emphasises the need for additional resources such as multimedia designers and a team of desktop publishing artists to design and develop paper-based study material for ODL and integrated digital learning environments.

5.5.5 INSTITUTIONAL TEACHING EXCELLENCE AWARD

The Institutional Teaching Excellence Award (ITEA) is a mechanism to acknowledge and encourage lecturers to develop their teaching skills and to give evidence-driven demonstration that their teaching practices adhere exceptionally to sound outcomes-based teaching principles that should result in effective learning.

The participation and evaluation criteria, as well as the procedures for managing the ITEA awards, are set out in the policy as approved by Senate. The ITEA process includes activities such as observation of three contact sessions by an evaluation panel of three members, student feedback on teaching, proof of innovative strategies and approaches to teaching and learning (including e-learning), and the evaluation of a teaching portfolio.

ITEA AWARDS CEREMONY 2014

Lecturers who received ITEA awards in 2014, on the basis of the evaluation process during 2013, were recognised at a formal NWU function on 14 March 2014. The Vice Chancellor's Award winner was Mr Herman Viviers of the Faculty of Economic and Management Sciences at the Potchefstroom Campus. The overall campus winners were:

- Mafikeng: Mr Pieter Boer (Faculty of Human and Social Sciences)
- Potchefstroom: Mr Herman Viviers (Faculty of Economic and Management Sciences)
- Vaal: Mr Re-an Muller (Faculty of Economic Sciences and Information Technology)

The following tables list the participants by faculty from the various campuses, and the distribution of the award recipients by award category at the various campuses:

Campus	Faculty	Number of participants
Mafikeng	Faculty of Agriculture, Science and Technology	3
	Faculty of Commerce and Administration	3
	Faculty of Human and Social Sciences	6
	Faculty of Law	0
	Faculty of Education Sciences	2
Potchefstroom Campus	Faculty of Arts	7
	Faculty of Economics and Management Sciences	7
	Faculty of Education sciences	4
	Faculty of Engineering	3
	Faculty of Health Sciences	12
	Faculty of Law	2
	Faculty of Natural Sciences	4
	Faculty of Theology	1
Vaal Triangle Campus	School of Basic Sciences	1
	School of Accounting Sciences	1
	School of Information Technology	1
	School of Economic Sciences	3
	School of Educational Sciences	5
Total number of ITEA 2013 participants		65

The awards per category were as follows:

Campus	Total number of ITEA awards per campus	Number of awards presented in 2014 in each of the categories of ITEA		
		A	B	C
Mafikeng Campus	15	8	4	2
Potchefstroom Campus	37	15	13	8
Vaal Triangle Campus	10	4	4	2
Total number of awards made	62	27	21	14

PARTICIPATION IN ITEA AWARDS 2014

In October 2013, Senate approved a new classification of the ITEA awards into three award categories, namely the Emerging Teaching Excellence Award (ETEA), the Teaching Excellence Award (TEA) and the Distinguished Teaching Excellence Award (DTEA).

According to the approved ITEA policy, candidates from the TEA category are considered for the DTEA category after evaluation followed by internal and external moderation. It is possible that none of the candidates meet the set criteria for DTEA.

Participation in the ITEA 2014 process is as follows:

Campus	Award category	Number of participants
Mafikeng	ETEA	5
	TEA	6
Potchefstroom Campus	ETEA	20
	TEA	6
Vaal Triangle Campus	ETEA	4
	TEA	4

5.5.6 THE HELTASA NATIONAL EXCELLENCE IN TEACHING AND LEARNING AWARDS 2014

During 2014, the Higher Education Learning and Teaching Association of Southern Africa (HELTASA) again made awards available to members of academic staff who demonstrate excellence in teaching and learning. The three award categories are Leader in the field of teaching and learning; Excellent teacher/teaching team; and Teacher/ teaching team that excels in challenging and under-resourced contexts.

The NWU submitted the names of two lecturers for the second award category (Excellent teacher). One of the lecturers, Mr Herman Viviers of the Faculty of Economic and Management Sciences from the Potchefstroom campus, received a commendation for the HELTASA award which was awarded to him during the HELTASA conference at the University of the Free State in November 2014.

5.5.7 SCHOLARSHIP OF TEACHING AND LEARNING INITIATIVE

The Scholarship of Teaching and Learning (SoTL) initiative at NWU celebrated its fourth year in 2014. The university recognises that teaching and learning should be the subject of scholarly reflection and research. In this manner teaching is not removed from the community of scholars, but forms part of scholarship. Section 2.5.1 of the Institutional Plan for 2014 indicates that the university will continue to support the implementation of projects relating to SoTL at all campuses, as well as at the Institutional Office, and will continue to present an annual SoTL conference. The aim of these activities is to position NWU among a growing international movement that actively promotes SoTL as a critical aspect of a university's core business.

Funds are made available annually for SoTL projects. The aims of the funding of projects are to:

- encourage academics to take part in projects which assist them to develop professional competence in the areas of the curriculum and pedagogy; and
- empower academics with tools and means to step back from their own practice so as to reflect, build connections between theory and practice, and communicate their findings and/or acquired knowledge.

In 2013 an amount of R1000 000 was distributed across the three campuses for academic staff to work towards the above mentioned aims. A further R300 000 was distributed in March 2014 to support academic staff members who want to pursue SoTL. As from 2015, Vice Rectors: Teaching and Learning/ Academic will budget for SoTL projects according to campus needs.

Eight out of 29 SoTL grant holders were able to present at the NWU SoTL conference in 2014. This is largely because the rest of the projects were not at a stage where they could report on substantial progress or preliminary findings.

CAPACITY DEVELOPMENT IN SoTL

To assist lecturers to make progress with their projects, a workshop on participatory action learning and action research (PALAR) was held from 30 September to 2 October 2014. The workshop was facilitated by Prof Ortrun Zuber-Skerritt of Australia, with assistance from Prof Lesley Wood of the Faculty of Education Sciences at the Potchefstroom Campus.

The workshop pointed to a number of issues that must be taken into consideration if SoTL projects are to succeed at the NWU. These issues include widening the understanding of the NWU approach to the scholarship of teaching and learning, developing methodological competence in PALAR and review of project proposals. Other issues include capacity development initiatives to create and sustain communities of practice, regular meetings of project teams, and hosting an annual seminar and other showcasing opportunities. These recommendations indicate an urgent need for developmental scholarly support for lecturers involved in SoTL projects given the relative newness of SoTL as a research approach at NWU.

NWU SoTL CONFERENCE 2014

The SoTL conference took place on 30 and 31 October 2014 at the Mafikeng Campus. The theme of the conference was "Negotiating the interface between the curriculum and gradueness". Emeritus Professor Ian Scott of the University of Cape Town gave the keynote address on the scope and significance of the idea of "gradueness" in the contemporary world. Prof Brenda Leibowitz, Chair of Teaching and Learning at the University of Johannesburg, spoke on the topic of academic literacy as a graduate attribute and its implications for curriculum design and professional development. Prof Jennifer Clarence-Fincham, a higher education consultant and professional associate to CHERTL at Rhodes University, addressed the role of modules designed to develop political, social and ethical insights in students. Prof Heather Nel, Senior Director of Institutional Planning at the Nelson Mandela Metropolitan University spoke on graduate attributes and employability.

Due to the nature of the conference theme, NWU alumni were invited to share in a panel discussion on their experience of the curriculum during their studies and the extent to which it prepared them for the world of work and citizenship in general. On the last day of the conference, the speakers led a panel discussion summarising the conference proceedings and looking specifically at the idea of gradueness in the contemporary world. The conference, at which various members of NWU academic staff presented their research, generated lively debate and keen interest in the implications of gradueness for curriculum renewal at NWU.

The number of abstracts submitted by NWU staff grew from 31 in 2013 to 43 in 2014.

5.6 STUDENT DEVELOPMENT AND SUPPORT

The NWU is committed to ensuring that all students can participate effectively in the process of teaching and learning, leading to fair chances for success. This requires an understanding of learning needs and challenges faced by different groups of students. Academic skills, thinking skills and study skills training assists all students, but especially those who come unprepared from the school environment, to adapt to the demands of higher education, and provides them with the necessary support to achieve success in their studies. Activities and programmes for student academic development and support respond to the systemic challenge of student under-preparedness, the need to promote successful academic enculturation, and the need to ensure that support services support students with diverse learning needs, as identified in the NWU Risk Register (Risk 18).

Since the founding meeting of the student academic development and support forum in 2012, the forum has met at least twice annually and meetings are rotated between the different campuses of the NWU. In line with good practice as articulated in the HEQC audit criteria, an institutional academic development and support plan and process is being established at the NWU (HEQC Audit Criterion 11). In terms of this plan, each campus presents a range of general and specific capacity development programmes.

5.6.1 FOUNDATIONAL PROVISION

The university has DHET approval to offer 43 extended programmes. The majority of these programmes are presented at the Mafikeng Campus, with 20 located in the Faculty of Agriculture, Science and Technology and 14 in the Faculty of Commerce and Administration. The remaining nine programmes are located in the Faculty of Economic Sciences and Information Technology at the Vaal Triangle Campus.

Headcount enrolments in 2014 were as follows:

Campus	Qualification short name	First-time entering	All
Mafikeng	BAdmin	57	175
	BCom	280	1 027
	BSc	179	551
Mafikeng Total		516	1 753
Vaal Triangle	BCom	227	651
	BSc	12	42
	BSc in IT	25	135
Vaal Triangle Total		264	828
GRAND TOTAL		780	2 581

5.6.2 UNIVERSITY PREPARATORY PROGRAMME (UNIVPREP)

The University Preparatory Programme (UnivPrep) caters for students who do not meet the formal admission requirements for specific programmes, giving them the opportunity to complete a one-year preparatory programme consisting of formative and formal modules. After successfully completing the UnivPrep programme, the candidates may apply at the relevant faculties for admission into a formal programme, which may be granted at the faculties' discretion. The UnivPrep pilot project was presented for the third year in 2014, with the introduction of a third preparatory programme linked to the BA in Development Studies, in addition to the preparatory programmes for the BCom and Bachelor of Theology.



At the request of the Faculty of Economics and Management Sciences at the Potchefstroom Campus, campus students whose NSC results did not allow for admission into BCom studies and who are enrolled for certain BA specialisations, were permitted to enrol for the Mathematics module pair ("Bridging the Mathematical Gap" - BTMG) in order to achieve the necessary standard for admission to BCom studies. After successful completion of the first-year BA and BTMG, the students may apply for admission to the relevant BCom degree.

In all, 119 students were enrolled in the preparatory programmes for the Bachelor of Commerce (49), the BA in Development Studies (27) and the BTh (43).

In terms of academic achievement, it is worth mentioning that 53% of the students who were enrolled for UnivPrep in 2013 qualified for admission to degree studies. More than 70% of these students applied and were accepted for full-time degree study at NWU in 2014. Approximately 77% of these students successfully completed their first year of study and were enrolled for their second year of study in 2015. Furthermore, 47 students who completed the programme in 2014 were accepted for full-time degree study at the NWU in 2015. This number may increase after the second examination opportunity in June/July 2015. Although it is not possible to provide specific numbers of students who were admitted for study at other higher education institutions, a number of students have been accepted at UNISA, where they will continue their studies.

It has become evident over the three years of the UnivPrep pilot project that this programme holds much potential for enhancing access to university studies. The enrolment number has increased from 23 in 2011 to more than 200 in 2014. During 2015, the university will conduct an evaluation of the UnivPrep programme as part of a review of its access provision. The review results will be used to make decisions on the continuation of the UnivPrep programme, including its academic location and mode of delivery.

5.6.3 FIRST-YEAR EXPERIENCE SURVEY

The Institutional Plan goal 1.10 proposes that the NWU strives to create a balanced student experience. The goal reads as follows:

"Ensure that a suitably enabling environment is created for students, conducive to the creation of a balanced student experience with regard to academic, leadership and socio-cultural and sport activities in and across campuses".

The purpose of the first-year experience survey is to assist the NWU in developing the academic and social experience of first-year students. It does so by seeking to understand the overall quality of their experience across the NWU campuses in order to provide them with a supportive learning experience that is sensitive to their learning needs. The survey provides reference points for monitoring the effectiveness of the university's attempts to cater for a diverse group of first-year students with different educational and social backgrounds.

The first-year survey was conducted in September 2014, and a good overall response rate of 27,03% was achieved. The response rate per campus was 35,7% at Mafikeng, 20,9% at Potchefstroom and 31% at the Vaal Triangle Campus.

The report-writing process was completed by the end of November 2014, and a complete report at the institutional and campus level will serve at the ICTL meeting in April 2015.

5.6.4 SUPPLEMENTAL INSTRUCTION (SI)

SI provides a non-remedial approach to learning enrichment that increases student retention and performance. It creates broader learning communities for many disciplines. SI provides regularly scheduled, out-of-class "super group" study sessions where students work together to consolidate key concepts and develop effective study strategies. SI sessions are facilitated by SI leaders (students who have previously and successfully completed the targeted module). SI leaders attend lectures, take notes and act as model students for their peers. Although it is largely used in first-year modules to support the first-year experience, SI has been shown to be equally effective in second-year and postgraduate subjects.



SCOPE OF SUPPLEMENTAL INSTRUCTION

The following table presents an overview of the SI programme during 2014.

Campus	SI leaders (Active) ¹³		Faculties	Modules ¹⁴		SI sessions ¹⁵	% At-risk ¹⁶ modules	Amounts paid ¹⁷ to SI leaders
	First semester	Second semester		First semester	Second semester			
Mafikeng Campus	172	110	5	109	72	11 733	20%	R481 670.20*
Potchefstroom Campus	139	121	8	85	65	6177	64%	R255 494.60
Vaal Triangle Campus	108	83	2	85	71	7903	52%	R323 461.10
TOTAL	419	314	15	279	208	25 813	-	R1 060 625.90

The definition of an “at-risk” module is:

- a) large groups
- b) challenging content
- c) % examination pass rate lower than 50% (At the Vaal Triangle and Potchefstroom campuses, a pass rate of 70% applies.)

During the first semester of 2014, 419 SI leaders were trained across the three campuses of the NWU, in order to facilitate collaborative learning groups. At the Mafikeng Campus, 172 SI leaders were appointed in 109 modules, with 139 SI leaders in 85 modules at the Potchefstroom Campus, and 108 SI leaders in 85 modules at the Vaal Triangle Campus.

In the second semester, 314 SI leaders were trained. At the Mafikeng Campus, 110 SI leaders were appointed in 72 modules, with 121 SI leaders in 65 modules at the Potchefstroom Campus, and 83 SI leaders in 71 modules at the Vaal Triangle Campus.

Academic support was rendered in 20% of the at-risk modules at the Mafikeng Campus, 64% of the at-risk modules on the Potchefstroom Campus and 52% of the at-risk modules on the Vaal Triangle Campus.

IMPACT OF SI ON STUDENT ACADEMIC ACHIEVEMENT

Results have shown that students who regularly attend SI earn higher subject marks and drop out less often than non-SI participants. Data also demonstrates higher re-enrolment and graduation rates. The majority of South African universities now offer SI or a hybrid of the SI program.

SI CONFERENCE PARTICIPATION

The Institutional SI manager and three SI coordinators from two campuses attended the 8th International Supplemental Instruction Conference in Chicago, United States, from 23 May to 25 May 2014.

They presented four papers on the following topics: standardisation of comparable SI experiences on a multiple-campus university, measuring impact of SI on achievement, and the implementation of the SI leader training SMART guide.

Note:

¹³ **SI-active:** Number of trained SI leaders who actually worked on campuses in the first semester of 2014

¹⁴ **Modules:** Number of modules in which SI was implemented during 2014

¹⁵ **SI sessions:** Number of SI sessions that took place on the different campuses

¹⁶ **% Risk:** Percentage of at-risk modules that participated in SI on the different campuses

¹⁷ **Amount paid:** The actual amount that was paid out for SI claims on a campus. (*Amount subject to change due to outstanding claims)

ACADEMIC LITERACY MODULES

All students are required to take at least one semester course to improve their academic literacy. Students who are identified as at-risk in their studies by an academic literacy test, which all first-year students write at the beginning of the year, are required to take an additional introductory module in academic literacy before the compulsory module is taken. This module aims to assist students in the process of acculturation, by equipping them with the knowledge and skills to function effectively in a higher education environment. Topics include study methods, academic reading and writing, language use and seminar skills, as well as computer literacy and information skills. There are two modules, namely Introduction to Academic Literacy (AGLE111) and Academic Literacy (AGLE121).

5.6.5 READING LABORATORIES

On each campus provision is made for reading laboratories where students can develop their reading skills. Reading development focuses on the building of vocabulary and fluency in silent reading, with the goal of providing personalised developmental opportunities. Success is measured by the improvement of individual reading indexes (the product of their reading rates and comprehension levels) and the complexity of the reading content.

On two of the campuses, students are encouraged to complete their first reading test by means of a computer-assisted evaluation. This takes place during the orientation programme so that they can commence with the reading development programme as soon as possible. The number of students who successfully complete the reading component of the academic literacy modules in 2014 was 2 769 at the Mafikeng Campus, 4 494 at the Potchefstroom campus, and 1 416 at the Vaal Triangle Campus.

The current arrangements for reading development suffer from various challenges in terms of the software used. While the university uses a combination of various reading programmes to support reading development in different languages, some of the programmes are no longer supported by their suppliers, or require significant staff resources. They are also laboratory based, which limits students' ability to participate in reading development. Attention needs to be paid to developing new approaches that will provide for reading development that is more accessible to both on- and off-campus users and that record progress efficiently.

5.6.6 WRITING CENTRES

At all NWU campuses, writing centres assist undergraduate and postgraduate students in improving their academic writing abilities. The writing centres train senior students to act as consultants with whom students can schedule personal consultations that are informal and supportive.

Typically, students receive support with argumentation, paragraphing, referencing and the conceptual structuring of assignments. The centres do not write texts on behalf of students or undertake editing and proofreading work. The writing centres are receiving more and more requests for writing support from postgraduate students, while support also should be provided to open distance learning students. In order to address the needs of these students, and to strengthen the support to undergraduate students, an investigation into the establishment of an Online Writing Laboratory (OWL), that will provide synchronous and asynchronous support, commenced during 2014. The OWL should be implemented in 2015.

In 2014 four consultants provided 280 consultations at the Vaal Triangle Campus, 12 consultants provided 505 consultations at the Mafikeng Campus, and 12 consultants provided 1 389 consultations at the Potchefstroom Campus.

Records of all consultations are kept, and the effectiveness of writing support is measured by asking students to complete a short questionnaire at the end of each session. Students rate the services as highly relevant. Research is also under way into the transfer of skills and knowledge through the use of the writing centres, such as by analysing the records of consultations. To a lesser extent, the number of returning students provides an indicator of success. A new system of online evaluation and recordkeeping is currently being developed in order to enable more effective measuring of performance and impact.



During 2015, attention will be paid to mechanisms for strengthening the capacity of the writing centres, in terms of staffing arrangements, the selection, training and monitoring of consultants, the number of consultants at each campus, and the development of a consistent set of standards and outcomes for the writing centres at all campuses, as well as requirements for writing support to on-campus and open distance learning students.

5.6.7 PEER MENTORING

The academic peer mentoring programme started as an initiative to support first-year students in extended programmes, and was implemented at the Vaal Triangle Campus in 2010 and at the Mafikeng Campus in 2011. At the Vaal Triangle Campus, the programme has progressively been expanded to include all first-year students from 2013 onwards, while at the Mafikeng Campus a similar expansion occurred in 2014. At the Potchefstroom Campus, the academic peer mentoring programme is available for all students but focuses on the first-year students in campus residences as well as “town residences”.

The programme is designed to assist first-year students in making a successful transition into university life. Mentees are recruited during the orientation programme and assigned to a mentor, who is a senior student, tasked with helping first-year students to handle various challenges relating to their adjustment to university life. Biographical and study programme information is obtained from all students who apply to participate in the peer mentoring programme, and on one campus mentors and mentees are matched, as far as possible, in terms of gender and study programme.

Senior students who apply to be mentors are invited for an interview and successful candidates are trained by means of an initial two-day training programme, followed by ongoing training on the concept of mentoring and various aspects of the first-year experience, including time management, peer pressure, and the academic and social environment. The training also develops mentors’ skills in verbal and non-verbal communication. While mentor training differs slightly from campus to campus, in order to accommodate the differences in student context and culture, the basic elements of the training are the same.

At the Vaal Triangle and Mafikeng campuses, academic peer mentors meet with their mentees twice a week for no longer than one hour at a time, throughout the academic year. At the Potchefstroom campus, mentors must meet their mentees at least three times per term, although meetings usually occur on a weekly basis. Experienced mentors are appointed as senior mentors to help monitor the attendance of sessions. Mentees who do not attend their sessions are contacted by short message service (SMS) and email.

The effectiveness of the programme is typically assessed by means of feedback from the mentees. Specific campuses also have other measures of success. At the Vaal Triangle Campus, the success of the programme is also measured by checking the exam results of those mentees who attend the sessions. At the Potchefstroom Campus, a consolidated report on the mentoring system at each residence is submitted on a quarterly basis. In addition to such measures, a more extensive research project is under way to measure the impact of peer mentoring over a longer period of time.

During 2014, some 358 students participated in the mentoring programme at the Mafikeng Campus, 371 at the Vaal Triangle Campus, and 396 students at the Potchefstroom Campus. Based on the success of the progressive expansion of the peer mentoring programme at the other campuses, consideration is being given to implementing the programme more widely at the Potchefstroom Campus.

5.6.8 DISABILITY UNITS

Council accepted the NWU’s policy for students with disabilities on 15 June 2012. Staff from the campus disability units attends regular meetings coordinated by the Wellness manager in Human Capital development (Integrated Health and Wellness Coordinating Committee). These units are supported by, and in the case of the Mafikeng Campus situated in, Academic Development and Support departments.



The disability units serve students who have verified physical, medical, learning and/or psychological conditions, and need individualised services in order to overcome severe disadvantages. In 2014, 110 registered students received support at the Mafikeng campus, 25 at the Vaal Triangle Campus, and 117 at the Potchefstroom Campus.

5.6.9 HELTASA SPECIAL INTEREST GROUP (SIG) WORKSHOP FOR MENTORING, TUTORING AND SI

At the November 2013 HELTASA Conference, hosted by UNISA, the NWU was approached to host the HELTASA special interest group (SIG) workshop for mentoring, tutoring and SI in 2014. The Institutional Academic Development and Support (ADS) hosted the event at the Willows Garden Hotel in Potchefstroom. Eighteen delegates from different universities attended the meeting and workshop sessions on 6 and 7 October 2014. The theme was tutoring and mentoring for student success in higher education.

5.7 CAREERS SERVICES

The Careers Centre engages in a variety of activities to promote the employability of NWU students, to create networks within which employers can become aware of the strengths of students and obtain feedback on the qualities of our graduates.

5.7.1 SERVICES PROVIDED TO STUDENTS

According to the Institutional Plan goal 2.7.3, the Career Centre provides students with effective career consultation and preparation services. The Career Centre uses a variety of platforms for students to learn more about future career opportunities. These include career fairs, open days, CV and interview preparation workshops, employer presentations and guest lectures, as well as company listings in the career guide and on the website. Magazines, files, reference books and employer information are available for use by students.

Risks identified in this area include that students lack job-hunting confidence, are uncertain about the career prospects associated with a specific qualification, lack the ability to draft CVs and prepare for job interviews, and have limited opportunity to interact with potential employers. The Career Centre mitigates these risks by empowering students through career guidance, skills development in and assistance with CV writing and preparation for job interviews, and by providing a variety of opportunities to interact with prospective employers.

The number of students that the Career Consultant assisted increased from 887 in 2011 to 2 821 in 2014. The format of the presentations made to students varies from interaction with large groups (often with external role-players), to smaller groups and individual presentations for students responding to marketing material. Consultations also include advice on the job search process and strategies.

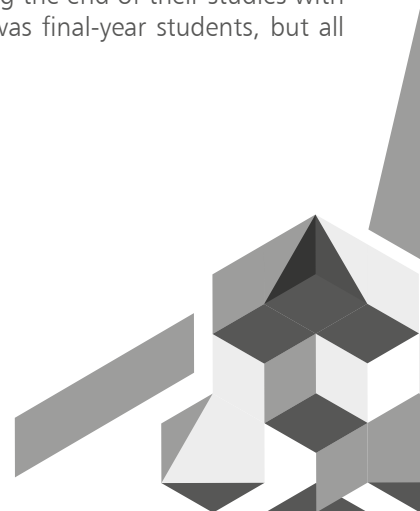
There is a need to investigate ways of increasing the capacity of the Career Centre to assist students in CV development and interview skills at the Mafikeng and Vaal Triangle Campuses. To address this challenge, online resources are being developed so that students can have immediate access to career guidance materials.

5.7.2 WORK READINESS SEMINAR

In 2014 the Career Centre hosted a work readiness seminar to equip students approaching the end of their studies with knowledge about the transition from student life to work life. The main target group was final-year students, but all students and staff members of the NWU were welcome to attend.

The objectives of the seminar were to:

- contribute to the growth and development of NWU students



- inspire students to prepare for their job search process and to apply for jobs
- contribute to the preparation of dynamic, industry-ready graduates
- help students to make an impact and be noticed in their job applications.

Slightly more than 300 students attended the work readiness seminar sessions. A survey was sent out to obtain detailed feedback and suggestions for future seminars from all students on the pre-booking lists and on the attendance registers. Students and staff from all three campuses expressed their appreciation and positive experience of the seminar.

Incorporating the seminar into the teaching-learning environment could contribute to the employability of NWU students and assist them to enter the workplace successfully.

5.7.3 EMPLOYER PRESENTATIONS AND ACTIVATIONS

Employer presentations are one of the most effective networking opportunities for students to engage with employers at the NWU. In 2014 employer presentations increased significantly compared with previous years, as the next sections show.

5.7.4 ENGAGEMENT WITH EMPLOYERS

RECRUITERS' EVENT

As indicated by Institutional Plan goal 2.7.1, the Career Centre promotes employer awareness of the strengths of the NWU and its graduates by promoting external networks of current and potential employers. To this end, a recruiters' event was held on 22 January 2014. The main objective of the event was to announce NWU's 2014 graduate recruitment services to employers and encourage them to use the Career Centre's services and be more active in recruiting graduates from the NWU. The theme for the event was "Unlocking NWU talent".

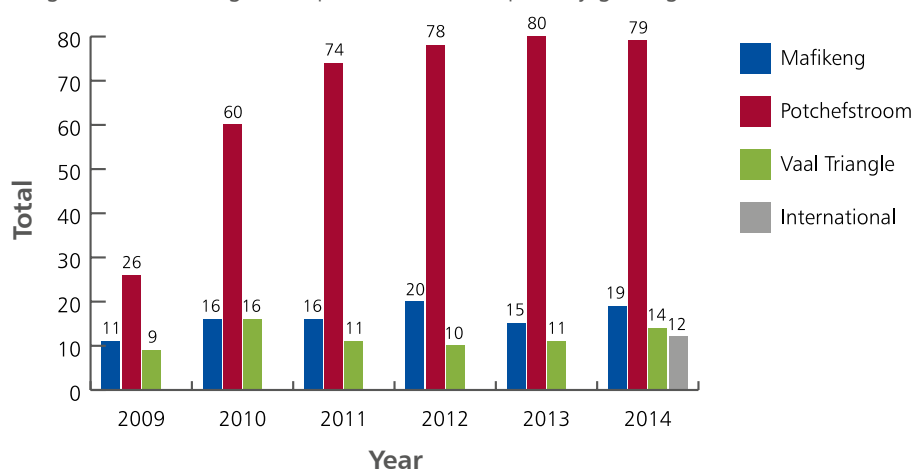
CAREER FAIRS

The key to a well-rounded academic experience is helping students to develop both hard skills that can be directly applied to a job and a variety of soft skills and life experiences that would allow them to adapt to a dramatically changing workplace. While both sets of skills are fostered through academic programmes, the Career Centre offers added value to both students and graduates by making them aware of the kind of qualities and skills that employers are looking for. A top priority of the Career Centre is helping students to learn more about themselves, examine their beliefs and appreciate the work they are doing as they move towards a degree. Students must think about a career not just as a series of jobs, but rather as a continuous process of lifelong learning, growth and development.

Career fairs play an important role in the career development of students by giving them the opportunity to understand more about the range of careers in their field of study and to network with interested employers.

EMPLOYER PARTICIPATION IN CAREER FAIRS

In 2014, the Career Centre hosted several career fairs at the different NWU campuses, and more companies attended than ever before. The Mafikeng and Vaal Triangle campuses showed especially good growth, as the following graph shows.



An International Virtual Fair was hosted for the first time for students from other African countries. This was held in partnership with the South African Graduate Employers Association from mid-August to mid-September 2014. The aim was to support international students studying in South Africa in securing opportunities back home. The virtual fair was aimed at international students nearing the end of their studies.

FEEDBACK FROM EMPLOYERS

The Career Centre uses feedback from employers who attended the career fairs to improve its services. An online survey on employers' experiences of the 2014 career fairs was emailed to all who attended. Of the 112 companies that attended, 38 responded, representing a 34% response rate. Almost all respondents (99%) found it valuable to attend the career fairs and were in general very satisfied with the various aspects of the career fairs, including the good organisational arrangements, the opportunities for interaction with students, the quality of the students who attended, and the service provided by the Career Centre staff.

The employer feedback also provided perspectives on the attributes of NWU graduates, and bursary opportunities for NWU students.

With respect to graduate attributes, the Career Centre participated in developing the graduate attributes that have been incorporated into NWU's draft teaching and learning strategy. From the employer survey conducted after the career fairs, it is apparent that employers value resilience, flexibility, life skills, engagement, personality, leadership, good attitudes, excellence and innovation. Comments from previous career fairs indicate that NWU students are polite, ask intelligent, insightful questions, complete quality degrees, and are community minded, well rounded, passionate and enthusiastic. The NWU graduates who are employed by the companies that participated in the survey seem to be performing at a level just above average in terms of their adjustment to the working environment, their technical skills and their communication and interpersonal skills.

Information from the employers who responded to the survey question on bursaries indicates that these companies provided bursaries to six NWU students – a number that has remained constant since 2010, except for 2011 when five bursaries were provided. The value of these bursaries peaked in 2012 when R150 000 in total was awarded, declined in 2013 to R130 000 in 2013, and recovered somewhat to R132 000 in 2014.

More generally, Shoprite gave bursaries to the value of R1,7 million to 68 students in 2010, R4,3 million to 80 students in 2013, and R2 million to 35 students in 2014.

5.7.5 CAREER-RELATED SURVEYS

Universum Communications undertakes three independent annual surveys in South Africa among undergraduate and graduate students, MBA students and professionals. In all the surveys, they partner with South African universities, business schools and professional or alumni associations. Annual participation, which is usually coordinated by the NWU's Career Services unit, allows for year-on-year trend analysis and international comparisons.

5.7.6 UNIVERSUM SOUTH AFRICAN STUDENT SURVEY

The student survey gathers data pertaining to students' preferences and expectations regarding a number of career-related factors, such as career expectations and preferences, communication preferences, and data on their university and career centre experience. The survey assists universities and employers in understanding the motivational factors and goals of today's students and young professionals, and helps organisations to develop and refine their recruitment strategies.

The 2013 survey findings, released in April 2014, gathered responses from 33 285 students, of whom 2 184 were NWU students from a spectrum of academic fields. Key trends are as follows:

- 57% of the respondents were female, and 43% male. The average age of the respondents was 21,2 years.
- The following aspects had an influence on the choice of university for NWU students: parents and family members; the choice of courses; and the location of the university.
- 96% of NWU students would recommend their university to prospective students.
- The top three career goals of NWU students were identified as job security and stability; work-life balance, dedication to a cause and a feeling of serving a greater good.
- When asked about their expected annual salary in their first job after graduation, NWU students expected R251 421 on average. Females expected R47 061 less than males. The average expected annual salary for all students was R271 164.
- The most preferred industries for NWU students to work in are healthcare services, banking, auditing and accounting.
- The top communication channels for NWU students to learn about potential future employers are employer websites, career fairs and employer presentations on campus
- The top three career profiles for NWU students are leader, idealist and entrepreneur.
- Professional training and development was the most valued attribute identified by South African students in general. NWU students also identified leadership opportunities and a friendly work environment as important.

The Universum student survey has a very important role to play in the teaching-learning environment as it provides the

university with valuable and objective insight into the opinions and preferences of NWU students. Besides giving valuable information on the satisfaction levels of students, it also provides the university with insight into how prepared students are for the world of work.

5.7.7 UNIVERSUM SOUTH AFRICAN PROFESSIONALS' SURVEY

This survey gathers data about professionals' preferences, experiences and opinions on a number of career-related factors, their communication preferences and their university experience. The data is collected via an online survey which each South African university distributes to its alumni network, targeting professionals who have graduated in the past 10 years. The Universum Professional Survey provides the university with valuable and objective information on alumni and forms an integral part of Institutional Plan goal 2.7.4 in terms of graduate tracer studies.

The purpose of the research is to survey opinions regarding work life, experiences, careers and priorities for the future. The survey also examines opinions regarding university experience and alumni experience, and contributes to a better understanding of the motivational factors and goals of today's professionals.

463 NWU alumni completed the 2013 survey, the results of which were issued in 2014. Key trends are as follows:

- 51% of the NWU respondents were female and 49% male. The average age of the respondents was 30,5 years and their average work experience is 6.8 years. 78% are in full-time employment, and 56% currently live in Gauteng.
- 44% of NWU respondents would recommend their university to prospective students, and 79% would choose NWU again to acquire their academic degree.
- The top three career goals of NWU respondents are: work-life balance, being challenged competitively or intellectually, and job security and stability. Leadership and entrepreneurship are the top career profiles.
- NWU alumni in the survey are currently earning an average annual salary of R384 788.
- The most widely represented industries where NWU respondents work are educational and scientific institutions; auditing and accounting, and engineering and manufacturing.
- Alumni would like NWU to offer the following services to them: career support services, alumni
- E-newsletters and networking opportunities.
- The preferred communication topics that alumni would like to receive from NWU include career development opportunities, opportunities for further study, and current achievements of the university.
- The top three most attractive attributes of the university are its friendly and open environment, top professors and teaching staff, and emphasis on practical application.
- A competitive basic salary is the most important attribute that South African professionals seek. In addition NWU alumni identified professional training and development, and leadership opportunities as important.

5.7.8 FIRST DESTINATION SURVEY

During 2014, the Career Centre piloted the development of a graduate first destination survey, which will allow the university to trace employment trends of NWU students with regards to:

- Main activity (continued study or employment)
- Extent to which employment correlates with the qualification studied
- Primary work sector
- Monthly remuneration
- Job search approaches

The survey, which will be conducted during 2015, will target students who have graduated within the past year. This will enable the university to determine their employment trends, as well as to obtain feedback on their experience at NWU. Feedback will be provided to graduates via alumni publications and the NWU Career Centre. The survey will be conducted annually.



5.8 LIBRARY AND INFORMATION SERVICES

The NWU's Library and Information Services represents a vast repository of knowledge, both through the printed word and electronic holdings. For 2014 the three campus libraries collectively had access to 9 666 e-books, 107 electronic databases and 258 700 e-journal titles on A to Z.

Library Services is in the process of conducting a reclamation project on the accuracy of library holdings on the Online Computer Library Center (OCLC) databases. The NWU Library Services are members of the non-profit, membership, computer library service and research organization dedicated to the public purposes of furthering access to the world's information and reducing information costs. All three campuses are involved and a proper procedure to deal with it will be finalised in 2015.

The collaboration between the three campus libraries moved in 2014 beyond the aligned staffing structures into the formation of a Library Forum under the auspices of the DVC Teaching Learning.

Discussions between the three library heads during 2014 resulted in the development of a draft strategic planning document, and several task team meetings to ensure unity, access and quality of services over the spectrum of library and information services.

The first task team meeting on library systems was held at Mafikeng and addressed issues touching on website design, library management systems, an institutional repository (Boloka), collaboration with IT Services, and other matters.

Great strides have been made in promoting Open Access by becoming one of the Signatures of the Berlin Declaration, which works towards the ideal to make scholarly research results and cultural heritage freely accessible and usable for scientists and the public. Boloka, the current institutional repository, is the vehicle with which the NWU Library Services actively participate in Open Access, providing NWU research outputs as widely as possible to all researchers and research activities. This will enhance the NWU's standing in the global arena as a result of research outputs being made freely available. The NWU Library Services recognises the importance of increased exposure of the university's researchers and their outputs, and is busy using bibliometrics and altmetrics to assist in raising the NWU's research profile.

The second task team meeting on e-resources was held in Potchefstroom during 2014, and several issues regarding e-resources, including budgeting, evaluation of resources for renewal, and a collaborative approach to making e-resources available, were raised. An effort is being made to align user needs from all three campuses, enabling Library Services as a whole to buy printed and electronic materials wisely. A follow-up meeting in 2015 will take this further.

During the year, library quality evaluations were conducted at both the Mafikeng and Potchefstroom campuses, and the Vaal Triangle Campus had its first evaluation in October 2014. The Potchefstroom Campus envisages running the international library quality evaluation (LibQual) again in 2015 after most of the building restorations will have been completed. However, the three libraries are in agreement that LibQual should in future be planned comprehensively. The next sections report on developments at the various campus libraries during 2014.

5.8.1 MAFIKENG CAMPUS LIBRARY

The library is re-engineering part of its current space to meet the demands of a 21st century library. To this end, the library has developed a project proposal for the conversion of the basement of the building into a research commons for postgraduate students and other researchers.

By the end of September, the library had spent over half the allocated budget for books and periodicals for 2014. To assist academic staff in the identification and selection of suitable resources, the library organised book exhibitions on the campus for all the faculties.



COLLECTION DEVELOPMENT

During 2014, the library analysed the usage of both print and electronic periodicals with a view to eliminating duplicates and cutting subscription costs. All out-dated and redundant books were removed from the campus library. A meeting to discuss further cost cutting measures was held with the information and journal subscriber Worldwide Information Services (WWIS) on 3 October 2014, and the recommendations of the meeting will soon be implemented.

The library wishes to step up efforts to train students and researchers on the use of electronic resources so as to take full advantage of the ever-growing online environment. An eBook package (eBrary) comprising more than 120 000 book titles on various subjects was added to the collection of eBooks, and user training has been provided since April 2014.

The library continues to enjoy a healthy inter-campus resource sharing relationship, which is facilitated by the use of a common Online Public Access Catalogue (OPAC).

WORKSHOPS AND CONFERENCES

The Mafikeng Campus library participated in a number of library and information service events during the year:

- It hosted a Resource Description and Access (RDA) workshop, facilitated by Universal Knowledge Software, on March 17 2014, and three cataloguing staff members attended another RDA workshop in July 2014.
- Four library staff members attended the Library and Information Association of South Africa (LIASA) annual conference at the end of September 2014 in Johannesburg.
- The Library Director attended the Standing Conference of the Eastern, Central and Southern African Library Associations (SCECSAL) 2014 conference in Malawi during the first week of August 2014.
- Two library staff members attended the June 2014 online user group conference in Pretoria.
- Mr Benford Rabatseta attended a Committee of Higher Education Librarians of South Africa (CHELSA) statistical workshop in Johannesburg from 19 to 20 August 2014.

COMMUNITY INVOLVEMENT

The library has an active community outreach programme and is helping two local schools to revive their libraries. The first meetings took place during South African Library Week in March 2014. The library's outreach programme has since handed over a donation of tables and chairs to Slurry Primary School.

5.8.2 POTCHEFSTROOM CAMPUS LIBRARY

The Potchefstroom Campus library is upgrading its building in three phases from 2013 to 2015.

The research commons, which was completed early in 2014, was the first phase of the upgrading project. It provides a research space with sufficient study facilities (individual and groups), equipment and software, advanced technologies in a modern conference facility, and a leisure area. Exclusive access is provided to master's and doctoral students, along with a printed book collection on the latest research methodologies to the value of R250 000. User statistics for 2014 indicate that the research commons was used 25 705 times from April to December 2014 and the honours commons 18 743 times for the same period of time.

The work on the information commons, for use by undergraduates, commenced in October 2014 and will hopefully be completed in May 2015. The project to provide 90 alternative computer workstations and a 42-seater hands-on training facility has escalated to almost R8 million.

The third and final phase of the upgrading project, scheduled for 2015, consists of upgrading and rearranging the first and second floors of the library to accommodate the browsable collection on the open shelves, as well as to ensure enough seating and quiet study space for students with proper air conditioning.

As part of one of the next building phases, the library will consider the installation of a self-checkout system to support users' need to be self-sufficient, thus extending service hours and optimising current staff activities. Currently both the



Vaal Triangle and Mafikeng campuses use self-checkout systems.

COLLECTION DEVELOPMENT

The library undertook two projects relating to the management of the library collection during 2014. With respect to printed books, the division between browsable and storable collections was completed on 31 May 2014, comprising the handling of each of the more than 400 000 books. In terms of printed journals, the elimination of unnecessary printed journal titles which are available in electronic format will be completed early in 2015. This project includes the distribution of eliminated journals to other libraries and/or interested parties.

A substantial amount of the annual budget for 2014 for library was allocated to the acquisition of eBooks, but had to eventually stand over. However, as a result of the negative impact on all library budgets of the mandatory 14% VAT on overseas electronic products, the decline in the Rand value and global inflation, not all plans could be executed. In order to meet its commitments, the Library Services had to apply for R2,9 million from strategic funds at the Potchefstroom Campus management.

COMMUNITY PROJECTS

Library Services continued its community project, which entailed supporting library refurbishment at two secondary schools in Ikageng. The BA Seobi project was completed, and the next library to be refurbished was at the Reselofetse Secondary School. The completed project was handed over to the Principal and an official of the North-West Education Department during 2014. The first phase at the Boitshoko Secondary school was handed over on 17 October 2014. Library Services remains committed to providing support to learners and teachers in acquiring literacy and learning skills, and empowering those learners to pursue tertiary studies.

5.8.3 VAAL TRIANGLE CAMPUS LIBRARY

A new library building has been built at the Vaal Triangle Campus, and was taken into use early in 2014. The new library building is part of a larger learning commons, consisting of the reading and writing centre, Academic Development and Support Services as well as Student counselling. The research wing has a dedicated space for master's and PhD students, and the library space has work stations, study carrels, discussion rooms, a 24-hour study room and a 24-hour computer centre.

COLLECTION DEVELOPMENT

Collection development is moving from ownership of a collection to the provision of access to information sources, including in-house and remote information. The library ordered 1 994 new books during 2014, while a substantial proportion of the budget was spent on the acquisition of e-Books.

The library hosts an annual book fair to which it invites book publishers and academic staff so that they can select books for their faculties and schools. At the 2014 book fair, the library received requests to buy books to the total amount of R88 533.84.

5.9 GUIDANCE AND COUNSELLING

5.9.1 MAFIKENG CAMPUS

This service is of paramount importance when students struggle with anxiety or depression, or experience difficulties with concentration and memory, in turn affecting academic performance. In these situations, the Guidance and Counselling Centre intervenes to restore the self-confidence and competence of troubled students and contribute positively to the campus's throughput rates.

Based on the qualitative evaluation forms (completed by students who use the services), positive feedback was received from students who walked through the centre's doors.

Academic support workshops and residence outreaches were increased, in order to raise awareness of the support services available, such as prenatal care and counselling, pregnancy (options) suicide and study methods.



The crisis and emergency system is proving effective. The service provides a 24-hour service to students in a medical, psychological or personal safety crisis. The quality of support available to students benefited from the presence of a new team of Peer Counsellors - mental health first aiders under the supervision of the Guidance and Counselling Centre.

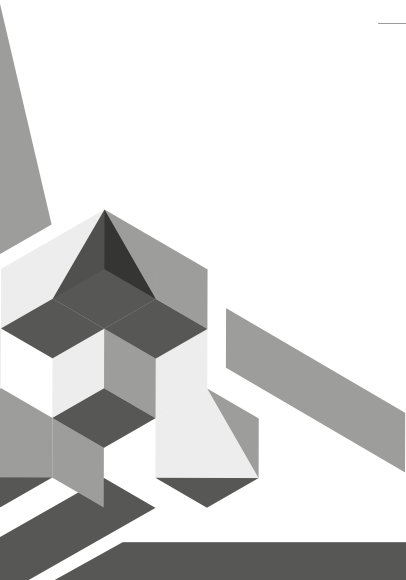
Below are the statistics of students attended by this unit in 2014:

Semester	Average no of students	On-campus	Off-campus	Type of counselling	Prominent presenting problems
Semester 1	268	184	84	Individual, couples	Anxiety
					Depression
					Suicidal behaviour
					Back-door abortions
					Substance use
					Trauma
Semester 2	462	252	210	Individuals	Psychosocial
					Anxiety (academic)
					Academic support
					Interpersonal-relationships
					Esteem
					Trauma
					Psychosocial

There was also an increase in the number of students in financial need and who made use of the Meal-a-Day service, as shown on the table below.

Meal-a-day programme summary

Month	Number of students
April 2014	25
May 2014	37
June 2014	42
August 2014	52
September 2014	64
October 2014	78
November 2014	98



5.9.2 POTCHEFSTROOM CAMPUS

On a day-to-day basis the Student Counselling Subunit engaged in career, course and subject counselling based on psychometric evaluation and feedback for students and prospective students, psychotherapy and academic guidance.

Over and above its regular activities, Student Counselling conducted psychometric assessments with prospective students for selection purposes at 18 different centres in South Africa and Namibia during which approximately 1 200 candidates were assessed. Recommendations emanating from these procedures were presented to eight different faculties and/or schools on the campus, as well as one school on the Mafikeng Campus.

The unit also presented leadership development workshops in support of the Office of the Dean of Students.

5.9.3 VAAL TRIANGLE CAMPUS

During 2014, Student Counselling and Development (interacted with a total of 4 983 students. This interaction included several group activities for enrolled students (2 661), and counselling and guidance services to 1 238 prospective students and members of the community. A total of 1 084 individual counselling sessions for staff and students also took place.

A highlight of 2014 was the launch of the THUSO Counsellor in Training Project, in collaboration with the Department of Psychology within the Faculty of Humanities. The practical training of the first two counsellors was completed by the end of November 2014. The next phase of the project will see these counsellors write the Health Professions Council of South Africa board examination, after which they will be employed as registered counsellors. The examination is set to take place in February 2015. The project will continue in 2015 when two other Psychology Honours students will be selected.

Intervention activities included information sessions, therapy and counselling, psycho-social education, career counselling for prospective and enrolled students and crisis intervention. These intervention activities were focused on problem areas such as academic difficulties, anxiety, bereavement, psycho-social difficulties, relationship difficulties, stress, substance dependence, trauma, disability, Meal-a-Day and financial difficulties.

A Disability Day was hosted and the event saw the constitution of a Disability Support Group. In terms of the Career Centre, which is also hosted within Student Counselling and Development, the following services were provided to students: career advice sessions, CV advice sessions, interview workshops and a work readiness seminar. Psychometric testing and career guidance were also offered to 25 Grade 9 and 50 Grade 12 learners. The annual Bean Counting Day – in collaboration with the School of Accounting Sciences, within the Faculty of Economic Sciences and Information Technology– saw 600 students attending the accounting-related career exhibition hosted in the Learning and Research Commons.

5.10. SIGNIFICANT DEVELOPMENTS IN RESEARCH

5.10.1 RESEARCH HIGHLIGHTS

- The number of research outputs continued to grow. The NWU submitted a total of 1 210 units to the DHET, and was awarded 1 169.54 units.
- The NWU completed another three-year programme of external reviews. The final round of evaluations took place in 2014 and the final report of the evaluation panel will be presented to Senate in 2015.
- A call for further research clusters (a grouping of research entities around identified broad research themes) was issued and a number of clusters were in the process of being established.
- Five new research entities were approved, namely Ancient Texts (all three campuses), and Community Psychosocial Research, Human Metabonomics, the Occupational Hygiene and Health Research Initiative, and Lifestyle Diseases, all on the Potchefstroom Campus. On the Mafikeng Campus, Population and Health was upgraded to a research focus area.
- At the annual gala dinner on 1 November 2014, the university celebrated the achievements of its top-performing researchers:
 - Mr Georges Radoherry (Mafikeng Campus) received the S2A3 medal for best master's student.



- Four students received the Vice-Chancellor's medal for outstanding performance in their master's studies, namely Ms Natasha E Ravyse (Humanities, Mafikeng Campus), Ms Susanna C Pretorius (Commerce, Potchefstroom Campus), Mr SP van Loggerenberg (Engineering, Potchefstroom Campus) and Mr Guilherme Braun (Theology, Potchefstroom Campus).
- 26 researchers were recognised for achieving an NRF rating or being re-rated, while two staff members were recognised for their creative inputs and six groups were acknowledged for their commitment to community engagement. Furthermore, six researchers were recognised for their contribution to innovation in research and two staff members were acknowledged for their exceptional leadership and contribution to international organisations. The most productive junior and senior researcher, as well as the most productive research entity, were also recognised.

5.10.2 RESEARCH STATISTICS

Key research indicators for the year were the number of article equivalents published, the number of researchers with NRF ratings, master's and doctoral enrolments and graduations, and postdoctoral fellowships awarded.

Research statistics are contained in Appendix 2 that follows this report.

5.10.3 DEVELOPMENT OF RESEARCH CAPACITY

In 2014, the NRF again made a significant contribution towards supporting master's and doctoral students with freestanding bursaries. The following amounts were used for this purpose:

	VALUE	STUDENT
Masters	R 7 229 875.00	110
PhD	R 9 154 836.00	96
TOTAL	R 16 384 711.00	206

An amount of R70 7771,19 was spent on presenting research capacity-building workshops. This was used mainly for workshops on science communication and writing skills.

The university started the academic year with 190 NRF-rated researchers and, in February 2014, submitted 42 rating applications to the NRF. Of the 20 applications for new ratings, 16 were successful. Owing to the natural attrition of researchers, at the end of December 2014 the NWU had 190 rated researchers.

The detail table of the NRF-rated researchers per category at each campus is contained in Appendix 2 that follows this report.

The NWU provided financial support in the form of bursaries to the value of R1 065 088 to 36 staff members who were in the process of completing PhD degrees.

5.10.4 THE RESEARCH ENTITY MODEL

The research entity model has now been fully implemented at the NWU. The research focus thus provided has led to benefits such as the steady increase in research outputs.

The next table lists all the entities in place in December 2014:

Research entities	Director / leader	Faculty
Research centres of excellence		
Centre of Excellence for Nutrition (CEN)	Prof Johann Jerling	Health Sciences, Potchefstroom Campus
Centre of Excellence for Pharmaceutical Sciences (PharMaCen)	Prof Jeanetta du Plessis	Health Sciences, Potchefstroom Campus
Centre for Space Research	Prof Stefan Ferreira	Natural Sciences, Potchefstroom Campus

Research entities	Director / leader	Faculty
Research units		
Unit for Business Mathematics and Informatics (BMI)	Prof Magda Huisman	Natural Sciences, Potchefstroom Campus
Research Unit: Development in the South African Constitutional State	Prof Willemien du Plessis	Law, Potchefstroom Campus
Education and Human Rights in Diversity (Edu-HRights)	Prof JP Rossouw	Education Sciences, Potchefstroom Campus
Unit for Energy Systems	Prof Liezl van Dyk	Engineering, Potchefstroom Campus
Unit for Environmental Sciences and Management	Prof Nico Smit	Natural Sciences, Potchefstroom Campus
Unit for Language and Literature in the South African Context	Prof Attie de Lange	Arts, Potchefstroom Campus
Unit for Reformed Theology and the Development of the South African Society	Prof Fritz de Wet	Theology, Potchefstroom Campus
Africa Unit for Trans-disciplinary Health Research (AUTHer)	Prof Annamarie Kruger	Health Sciences, Potchefstroom Campus
Workwell: Research Unit for Economic and Management Sciences	Prof Jaco Pienaar Prof Pieter Buys (acting)	Economic and Management Sciences, Potchefstroom Campus
Research focus areas		
Ancient Texts	Prof Herrie van Rooy	Theology, Potchefstroom Campus
Chemical Resource Beneficiation	Prof Manie Vosloo	Natural Sciences, Potchefstroom Campus
Community Psychosocial Research (Compres)	Prof Herman Grobler	Health Sciences, Potchefstroom Campus
Enabling Optimal Expression of Individual, Social and Institutional Potential (OPTENTIA)	Prof Ian Rothmann	Humanities, Vaal Triangle Campus
Human Metabonomics	Prof Chris Vorster	Natural Sciences, Potchefstroom Campus
Hypertension in Africa Research Team (HART)	Prof Rudolph Schutte	Health Sciences, Potchefstroom Campus
Material Science Innovation and Modelling (MaSIM)	Prof Eno Ebenso	Agriculture, Science and Technology, Mafikeng Campus
Physical Activity, Sport and Recreation (PhASRec)	Prof Hanlie Moss	Health Sciences, Potchefstroom Campus
Population and Health	Prof Martin Palamuleni (acting until December 2014)	Human and Social Sciences, Mafikeng Campus
Quality in Nursing and Midwifery (INSINQ)	Dr Karin Minnie	Health Sciences, Potchefstroom Campus

Research entities	Director / leader	Faculty
Self-Directed Learning (SDL)	Prof Elsa Mentz	Education Sciences, Potchefstroom Campus
Social Transformation	Prof André Duvenhage	Arts, Potchefstroom Campus
Tourism Research in Economic Environs and Society (TREES)	Prof Melville Saayman	Economic and Management Sciences, Potchefstroom Campus
Understanding and Processing Language in Complex Settings (UPSET)	Prof Bertus van Rooy	Humanities, Vaal Triangle Campus
Research niche areas		
Food Security and Safety in the North-West Province	Prof Victor Mlambo (acting)	Agriculture, Science and Technology, Mafikeng Campus
Lifestyle Diseases	Prof Ushotane Useh	Agriculture, Science and Technology, Mafikeng Campus
Medicine Usage in South Africa (MUSA)	Prof Martie Lubbe	Health Sciences, Potchefstroom Campus
Multilingual Speech Technologies (MuST)	Prof Etienne Barnard	Economics and IT, Vaal Triangle Campus
Musical Arts in South Africa: Resources and Applications (MASARA)	Dr Liesl van der Merwe	Arts, Potchefstroom Campus
Occupational Hygiene and Health Research Initiative (OHHRI)	Prof Johan du Plessis (JL)	Health Sciences, Potchefstroom Campus
Trade and Development (TRADE)	Prof Wilma Viviers	Economic and Management Sciences, Potchefstroom Campus
Visual Narratives and Creative Outputs through Interdisciplinary and Practice-led Research	Prof Rita Swanepoel	Arts, Potchefstroom Campus
Hosted entities (centres, platforms and institutes)		
DST HySA Infrastructure Centre of Competence in hydrogen production, storage, reticulation and safety codes and standards	Dr Dmitri Bessarabov	Engineering, Potchefstroom Campus
DST/NWU Pre-Clinical Drug Development Platform	Prof Anne Grobler	Health Sciences, Potchefstroom Campus
dti Centre for Advanced Manufacturing	Mr Danie Vorster	Engineering, Potchefstroom Campus
DST Centre of Excellence in Indigenous Knowledge Systems (IKS)	Prof Simeon Materechera	Agriculture, Science and Technology, Mafikeng Campus
Commercial research entities		
Centre for Pharmaceutical and Biomedical Services	Prof Banie Boneschans	Health Sciences, Potchefstroom Campus

5.10.5 RESEARCH FUNDING

The following table summarises the NRF funding received by NWU for research. The NWU continues to grow its income from the NRF for postgraduate bursaries.

The table below shows the amounts received for each year since 2009.

Year	Amount R	Adjusted R	Award R	Released R
2009	20 640 899,02	8 636 476,52	29 277 375,54	24 363 955,54
2010	22 979 510,00	16 707 197,67	39 686 707,67	33 800 387,67
2011	31 673 631,03	4 075 175,42	35 748 806,45	30 469 525,79
2012	44 729 907,96	-4 032 777,59	40 697 130,37	38 685 162,29
2013	47 510 962,53	8 357 930,69	55 868 893,22	49 415 850,62
2014	68 171 568,00	4 621 940,53	72 793 508,53	68 524 972,97

The funds earned for Technology and Human Resources for Industry Programme (THRIP) projects in 2014 are indicated below. The NWU continues to be one of the top THRIP earners at South African universities. The repeated good THRIP performance of the NWU reflects its vigilance in pursuing sustainable collaboration with the private sector and the public sector.

All THRIP money received from the NRF also presupposes a contribution from industry as indicated below:

Year	Amount R	Award R
2009	20,640,899.02	29,277,375.54
2010	22,979,510.00	39,686,707.67
2011	31,673,631.03	35,748,806.45
2012	11,589,866.00	31,660,131.47
2013	19,120,477.00	30,153,932.00
2014	17,197,378.00	R40 125 914.00

5.10.6 RESEARCH OUTPUT PRODUCED

Research output are contained in Appendix 2 that follows this report.

5.10.7 ACCESS TO FINANCIAL AID

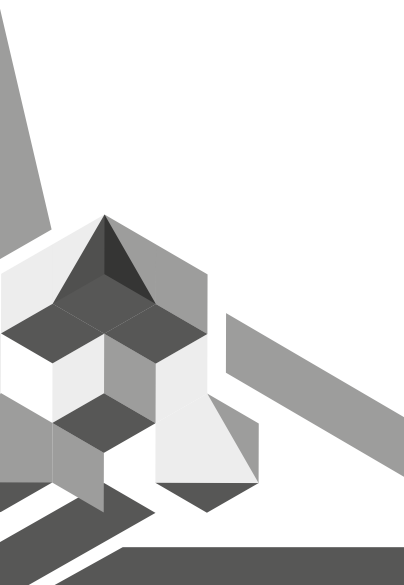
Financial assistance to students is allocated from the following sources:

- University funds
- National and provincial funding schemes
- NSFAS, Funza Lushaka bursaries for Education and funds from Department of Social Development
- Foreign funding schemes (Botswana, Lesotho)
- Parastatals, companies and NGOs

For the 2014 financial year, an amount of R694,1 million was administered by the financial aid offices on the three campuses, of which R180,5 million was from the NWU's own funds. The NWU experienced problems with the late payment of claims by NSFAS, resulting in claims to the value of R11 million not paid by end of December 2014.



PROF ND KGWADI
VICE-CHANCELLOR





MANAGEMENT STATISTICS

HEADCOUNT ENROLMENTS AT INSTITUTIONAL LEVEL IN 2013 AND 2014

2013 ACTUAL

Headcount enrolments	Contact	Distance	Total
First-time entering	7 584	1 212	8 796
Total undergraduate	28 108	19 029	47 137
(Master's by research)*	918	0	918
Master's degree (total)	2 850	21	2 871
Doctoral degree	1 126	45	1 171
Total postgraduate	7 891	5 746	13 637
Total undergraduate and postgraduate	36 195	24 780	60 975
Science, Engineering and Technology	11 748	577	12 324
Business and Management Science	9 824	33	9 857
Education	4 773	21 769	26 542
Other Humanities	9 850	2 402	12 252
Total	36 195	24 780	60 975

2013 PLANNED

Headcount enrolments	Contact	Distance	Total
First-time entering	10 885	1 774	12 658
Total undergraduate	28 311	20 145	48 456
(Master's by research)*	0	0	0
Master's degree (total)	2 821	99	2 920
Doctoral degree	985	114	1099
Total postgraduate	8 542	9 080	17 622
Total undergraduate and postgraduate	36 978	29 225	66 203
Science, Engineering and Technology	13 270	769	14 039
Business and Management Science	9 672	94	9 766
Education	4 133	25 153	29 285
Other Humanities	9 902	3 210	13 112
Total	36 978	29 225	66 203

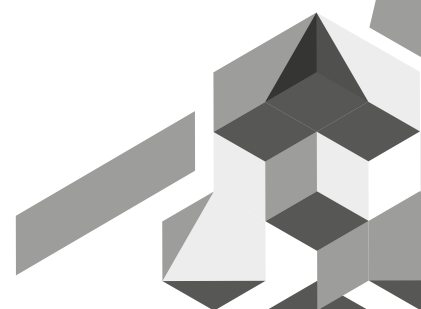
2014 ACTUAL

Headcount enrolments	Contact	Distance	Total
First-time entering	8 320	758	9 078
Total undergraduate	28 714	21 021	49 735
(Master's by research)*	1 123	0	1 123
Master's degree (total)	2 903	16	2 919
Doctoral degree	1 301	40	1 341
Total postgraduate	8 281	4 919	13 200
Total undergraduate and postgraduate	37 193	25 942	63 135
Science, Engineering and Technology	12 019	464	12 483
Business and Management Science	10 180	31	10 211
Education	4 945	23 434	28 379
Other Humanities	10 049	2 013	12 062
Total	37 193	25 942	63 135

* Master's by research: The Enrolment Plan for 2014 - 2019 does not provide for the specific category of Master's by research, and so statistical information on this qualification type is only available for actual enrolments. The enrolments for M by research are included in the total M enrolments.

TABLE 1

- First-time Entering – The person (a) is effectively registered in the collection period for an undergraduate and (b) in the past has not been effectively registered in any higher education course at the institution or any other higher education institution.
- Field of Study - This is a grouping of the categories used in broad terms to specify the study area
- Total Enrolments increased by 3,5% from 2013 to 2014, but did not reach the planned target of 66 203.
- The ratio of Undergraduates to Total Enrolments was at 78,8% in 2014, which was higher than expected compared to the planned 73,1%.
- The number of postgraduate enrolments was lower than planned by 4 422 headcount enrolments (13 200 compared to a planned total of 17 622). This meant that postgraduate enrolments made up only 20,9% of total enrolments compared to a planned 26,7%.
- The number of Doctoral degree enrolments increased by 170 from 2013 and exceeded the planned 1 099 for 2014 by 242.
- Enrolments for Science, Engineering and Technology (SET) increased by only 159 from 2013, which is 1 556 lower than planned.



HEADCOUNT ENROLMENTS AT CAMPUS LEVEL IN 2013 AND 2014

2013 ACTUAL

CAMPUS	MC	PC Contact	PC Distance	VTC
First-time entering	2 383	3 828	1 112	1 473
Total undergraduate	8 982	14 820	17 746	5 589
(Master's by research)*	268	563	0	87
Master's degree (total)	655	1 999	21	196
Doctoral degree	240	775	45	111
Total postgraduate	1 713	5 341	5 714	869
Total undergraduate and postgraduate	10 714	20 285	23 465	6 511
Science, Engineering and Technology	2 653	8 241	573	857.5
Business and Management Science	2 275	4 931	33	2 618
Education	2 077	2 550	20 712	1 203
Other Humanities	3 710	4 563	2 147	1 832
Total	10 714	20 285	23 465	6 511

2014 PLANNED

CAMPUS	MC	PC Contact	PC Distance	VTC
First-time entering	2 491	4 101	388	1 660
Total undergraduate	8 693	15 073	19 235	5 455
(Master's by research)*	0	0	0	0
Master's degree (total)	627	1947	99	247
Doctoral degree	201	665	114	119
Total postgraduate	1 848	5 953	8 919	902
Total undergraduate and postgraduate	10 558	21 089	28 154	6 402
Science, Engineering and Technology	2 737	9 673	768	861
Business and Management Science	2 439	4 728	94	2 506
Education	1 735	2 128	24 332	1 090
Other Humanities	3 647	4 560	2 961	1 944
Total	10 558	21 089	28 154	6 402



2014 ACTUAL

CAMPUS	MC	PC Contact	PC Distance	VTC
First-time entering	2 841	4 405	353	1 479
Total undergraduate	9 202	15 310	19 632	5 591
(Master's by research)*	301	744	0	78
Master's degree (total)	697	2 000	16	206
Doctoral degree	309	869	40	123
Total postgraduate	1 809	5 614	4 838	939
Total undergraduate and postgraduate	11 025	21 061	24 472	6 577
Science, Engineering and Technology	2 678	8 503	456	846
Business and Management Science	2 163	5 310	31	2 707
Education	2 436	2 553	22 155	1 235
Other Humanities	3 748	4 695	1 830	1 789
Total	11 025	21 061	24 472	6 577

* Master's by research: The Enrolment Plan for 2014 - 2019 does not provide for the specific category of Master's by research, and so statistical information on this qualification type is only available for actual enrolments. The enrolments for M by research are included in the total M enrolments.

TABLE 2

- At the Mafikeng Campus the largest proportion of enrolments were in Humanities (34%), while at Vaal Triangle Campus enrolments in Business and Management Science (41,2%) were by far the largest category. At the Potchefstroom Campus, for contact enrolments only, enrolments in SET were significantly higher than other categories (40,4%).
- The target for SET First-time Entrants was not met and the shortfall was as follows: Mafikeng Campus – 82 (12,4%), Vaal Triangle Campus – 91 (33.2%) and Potchefstroom Campus – 13 (0.8%)

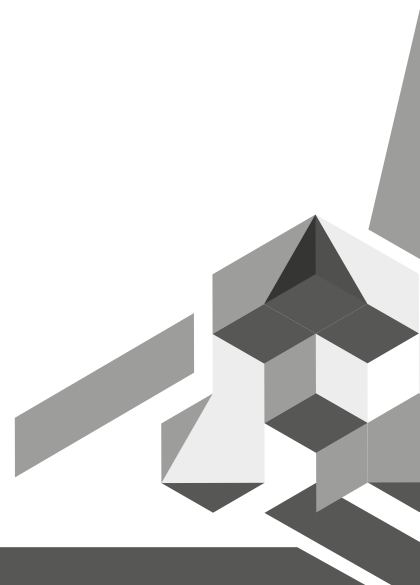


TABLE 3

SUCCESS RATES PER MAJOR FIELD OF STUDY FOR QUALIFICATIONS BELOW MASTER'S LEVEL

QUALIFICATION TYPE	SCIENCE, ENGINEERING AND TECHNOLOGY	BUSINESS AND MANAGEMENT	EDUCATION (CONTACT)	EDUCATION (DISTANCE)	OTHER HUMANITIES
Undergraduate diploma or certificate (1 and 2 years)	83%	94%	100%	90%	76%
Undergraduate diploma or certificate (3 years)	90%	98%	NA	81%	86%
General academic bachelor's degree (3 years)	82%	84%	91%	NA	84%
Professional first bachelor's degree (3 years)	88%	77%	NA	NA	87%
Professional first bachelor's degree (4 years or more)	90%	91%	94%	93%	89%
Postgraduate diploma	85%	91%	94%	100%	89%
Honours degree	97%	86%	95%	71%	92%

TABLE 4

QUALIFICATIONS AWARDED ACCORDING TO THE QUALIFICATION TYPES

During 2014, the university awarded 15 254 qualifications, distributed at various qualification levels as shown in the following table:

QUALIFICATION TYPE	NUMBER OF AWARDS
Undergraduate diplomas or certificates (1 and 2 years)	3 376
Undergraduate diplomas or certificates (3 years)	1 874
General academic bachelor's degrees (3 years)	3 019
Professional first bachelor's degrees (3 years)	591
Professional first bachelor's degrees (4 years or more)	2 015
Postgraduate diplomas	1 070
Honours degrees	2 392
Master's degrees	746
Doctoral degrees	171
Total	15 254

Although there were 265 more Undergraduate Diploma or Certificates (3yrs) distributed and 67 more Professional First Bachelor's Degrees than in 2013, the overall number of qualifications awarded, decreased by 210 in 2014.

COMPOSITION AND SIZE OF STUDENT BODY

STUDENTS ENROLLED FOR 2014	MAFIKENG	POTCHEFSTROOM	VAAL TRIANGLE	TOTAL
First-time entering undergraduates	2 841	4 758	1 479	9 078
Seniors	8 184	40 775	5 098	54 057
Total	11 025	45 533	6 577	63 135

ENROLMENTS PER QUALIFICATION TYPE AND DELIVERY MODE

2014	ATTENDANCE MODE			GRAND TOTAL
QUALIFICATION TYPE	CONTACT	DISTANCE	DISTANCE TFT*	
General academic bachelor's degree (3 years)	14 978	0	0	14 978
Doctoral degree	1 301	40	0	1 341
Honours degree	2 125	92	4 756	6 973
Master's degree	2 903	16	0	2 919
Postgraduate diploma	1 952	15	0	1 967
Undergraduate diploma or certificate (1 and 2 years)	685	0	7 187	7 872
Undergraduate diplomas or certificate (3 years)	325	146	12 931	13 402
Professional first bachelor's degree (4 years or more)	10 366	0	599	10 965
Professional first bachelor's degree (3 years)	2 360	158	0	2 518
Occasional students	198	1	1	200
Total	37 193	468	25 474	63 135

* TFT stands for "Teaching Further Training" and describes the distance or flexi programmes of the NWU for teachers already in the employment of the various provincial education departments.

KEY STATISTICS ON STUDENT ENOLMENTS AND SUCCESS

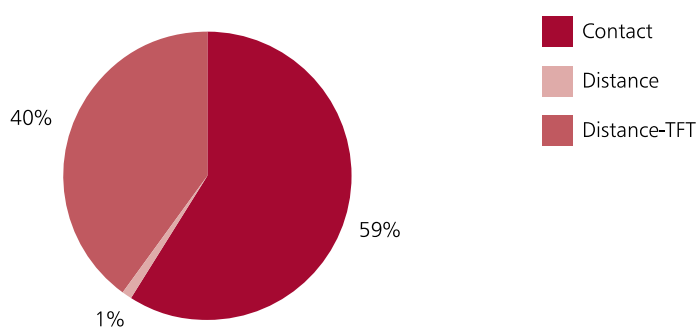
Total headcount enrolments rose to 63 135, an increase of 3,5% compared to 2013. The relationship between enrolments in contact and distance programmes was 59% and 41% respectively. The university's enrolment profile at the various qualification levels for 2014 compared to 2013 is shown in the following table.



OVERALL ENROLMENT PROFILE FOR 2013 COMPARED TO 2014

QUALIFICATION TYPE	2013			2014		
	CONTACT	DISTANCE	TOTAL	CONTACT	DISTANCE	TOTAL
Undergraduate Diploma or Certificate (1 or 2 years)	819	8 116	8 935	685	7 187	7 872
Undergraduate Diploma or Certificate (3 years)	320	9 942	10 262	325	13 077	13 402
General Academic Bachelor's Degree	14 595	0	14 595	14 978	0	14 978
Professional First Bachelor's Degree (3 years)	2 390	148	2 538	2 360	158	2 518
Professional First Bachelor's Degree (4 years min)	9 984	823	10 807	10 366	599	10 965
Post-graduate Diploma or Certificate	1 936	14	1 950	1 952	15	1 967
Honours Degree	1 979	5 666	7 645	2 125	4 848	6 973
Master's Degree	2 850	21	2 871	2 903	16	2 919
Doctoral Degree	1 126	45	1 171	1 301	40	1 341
Programmes undertaken by occasional students	196	5	201	198	2	200
Total	36 195	24 780	60 975	37 193	25 942	63 135

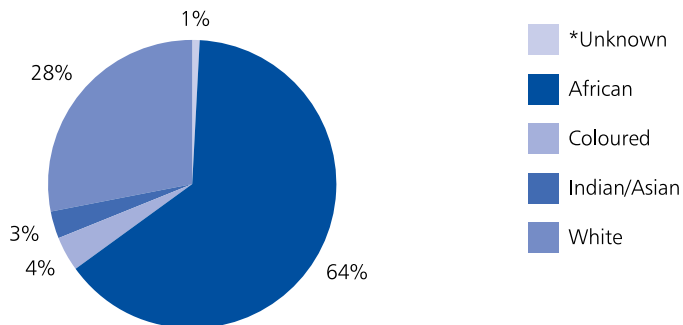
The university had an undergraduate success rate of 86,16% for both contact and distance students, while the graduation rate was 24,16%.



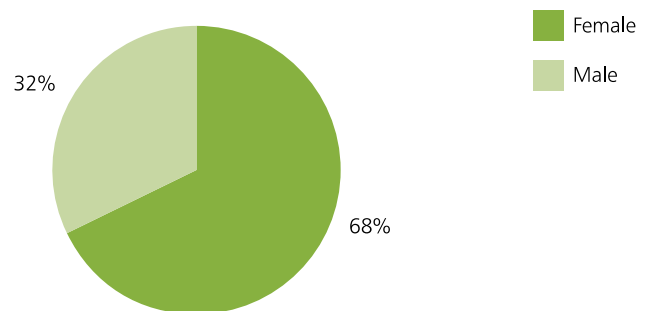
RACIAL AND GENDER COMPOSITION OF STUDENT BODY 2014

YEAR	Race					Gender			Total
	White	African	Coloured	Indian/ Asian	*Unknown	Male	Female	*Unknown	
2004	12 657	24 974	1 255	321	938	15 343	24 802	0	40 145
2005	13 389	23 454	1 195	338	220	14 866	23 730	0	38 596
2006	14 288	22 412	1 220	616	172	14 766	23 942	0	38 708
2007	16 209	26 440	1 359	701	17	16 128	28 598	0	44 726
2008	17 073	27 720	1 602	585	28	16 279	30 729	0	47 008
2009	18 160	30 095	1 921	408	5	17 196	33 393	0	50 589
2010	16 066	34 356	2 199	423	2 688	18 730	37 002	0	55 732
2011	16 656	34 860	2 360	425	2 340	19 128	37 512	1	56 641
2012	17 064	36 487	2 568	448	2 185	19 643	39 108	1	58 752
2013	17 242	39 523	2 684	485	1 041	20 202	40 773	0	60 975
2014	17 780	40 564	2 686	489	1 616	20 516	42 619	0	63 135

RACIAL COMPOSITION OF STUDENTS

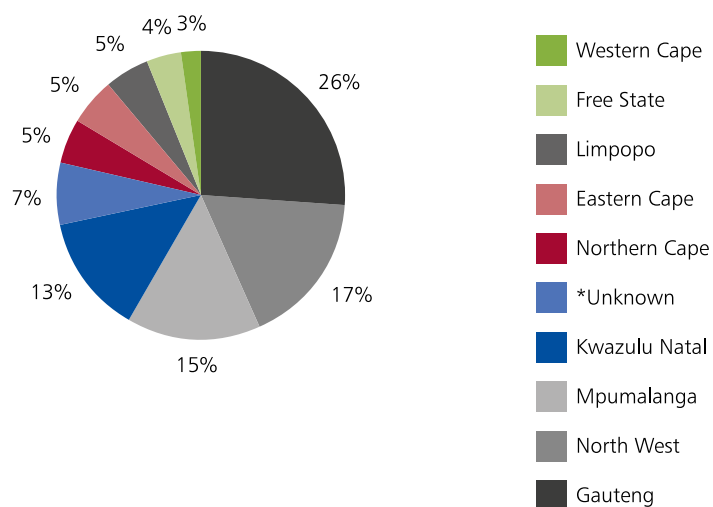


GENDER COMPOSITION OF STUDENTS



ENROLMENTS BY GEOGRAPHIC REGION

PROVINCE	2014
*No Value	4 629
*Unknown	0
Eastern Cape	2 995
Free State	2 577
Gauteng	16 663
Kwazulu Natal	8 267
Limpopo	3 065
Mpumalanga	9 170
Northern Cape	3 020
North West	10 762
Western Cape	1 987
Total	63 135



GRADUATION RATE OF CONTACT UNDER-GRADUATE STUDENTS	HEADS 2014	GRADUATES 2014	2014	2013	2012	2011	2010	2009
First certificates and diplomas of two years or less			29,05%	33,94%	23,54%	31,60%	31,01%	43,20%
First diplomas and bachelor's degrees: three years	17 663	3 648	20,65%	20,88%	19,08%	19,47%	20,50%	21,93%
Professional first bachelor's degree: four years or more	10 366	1 849	17,84%	18,38%	17,24%	15,94%	16,60%	16,73%

GRADUATION RATE OF DISTANCE UNDERGRADUATE STUDENTS	HEADS 2014	GRADUATES 2014	2014	2013	2012	2011	2010	2009
First certificates and diplomas of two years or less	7 187	3 177	44,20%	42,24%	41,29%	45,00%	44,00%	38,00%
First diplomas and bachelor's degrees: three years	13 235	1 836	13,87%	15,80%	15,47%	17,00%	17,00%	17,00%
Professional first bachelor's degree: four years or more	599	166	27,71%	23,09%	16,34%	10,00%	15,00%	13,00%

GRADUATION STATISTICS

The table below indicates the graduates and diplomas per ceremony date after complying with the examination requirements in 2014.

Campus Name	Month	Year	Passed Count
Mafikeng	May	2015	2 015
	October	2014	597
Mafikeng Total			2 612
Potchefstroom	January	2015	2 966
	July	2014	2 458
	March	2015	4 459
	May	2015	586
	November	2014	343
	September	2014	341
Potchefstroom Total			11 153
Vaal Triangle	January	2015	23
	July	2014	12
	May	2015	1 334
	October	2014	120
Vaal Triangle Total			1 489
Grand Total			15 254

DEGREES AND DIPLOMAS AWARDED BY QUALIFICATION TYPE

DEGREES AND DIPLOMAS CONFERRED	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
First degrees	3 032	3 237	3 719	3 646	3 698	3 902	4 162	4 249	4 771	5 624	5 625
Diplomas	4 459	2 450	3 553	5 266	5 964	6 804	7 734	7 291	6 410	6 418	6 320
Honours	1 453	1 284	1 678	1 691	1 992	1 957	2 425	2 800	2 664	2 473	2 392
Master's	626	700	764	618	583	659	633	639	670	781	746
PhDs	87	82	110	124	100	123	129	115	154	168	171
Total	9 657	7 753	9 824	11 345	12 337	13 445	15 083	15 094	14 669	15 464	15 254

RESEARCH STATISTICS

Note: All research outputs reported on are as submitted to DHET in May 2015, and may change after that date. Key research indicators for the year were the number of article equivalents published, the number of researchers with NRF ratings, master's and doctoral enrolments and graduations, and postdoctoral fellowships awarded.

The table below gives a breakdown of research output in the key categories since 2004.

RESEARCH OUTPUT	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Article equivalents	272	318	352	358	471	409	511	653	791	1 010	981
Conference proceedings	3	8	8	13	18	34	43	84	50	120	116
Books	0	0	2	5	13	5	24	36	28	40	43
Total article equivalents published	275	326	361	376	503	448	589	734	869	1 170	1 140
Number of NRF-rated researchers	73	85	82	95	103	116	117	125	140	169	190
Master's degrees conferred	626	700	765	618	583	659	633	639	670	781	746
Research master's	262	293	384	313	281	369	353	365	462	506	506
Research master's weighted	262	293	384	313	281	369	353	365	462	506	506
Doctoral degrees conferred	87	82	110	124	100	123	129	115	154	168	171
Doctoral degrees weighted	261	246	330	372	300	369	387	345	462	504	513
Total weighted research output	798	865	1 074	1 061	1 083	1 186	1 318	1 483	1 793	2 180	2 160
Postdoctoral fellows	9	17	18	34	38	48	69	89	118	140	164

PUBLICATION OUTPUTS

Note: All research outputs reported on are as submitted to DHET in May 2015, and may change after that date. The NWU's subsidised publication output consists of accredited journal articles, books and conference proceedings. Total publications output for the year came to 1 140 (provisional) units, which is a decrease of 2,6% against the previous year's 1 170 approved units.

POSTDOCTORAL FELLOWS

The NWU strives to stimulate research activities at all levels. The NWU has continued its trend of increasing the numbers of postdoctoral fellows, as indicated in the table below:

Campus	2006	2007	2008	2009	2010	2011	2012	2013	2014
Mafikeng Campus	0	1	2	3	6	14	23	31	42
Potchefstroom Campus	18	32	35	45	58	71	88	103	114
Vaal Triangle Campus	0	1	1	3	5	4	3	6	8
Total	18	34	38	51	69	89	114	140	164

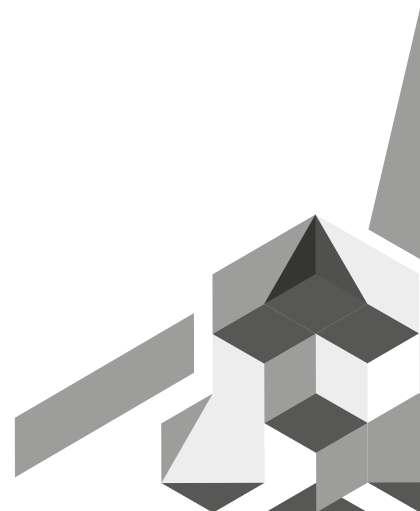
NRF-RATED RESEARCHERS

Campus	2006	2007	2008	2009	2010	2011	2012
Mafikeng	B	0	0	1	1	1	1
	C	1	2	6	10	16	15
	L	1	1	1	0	0	0
	Y	1	1	1	2	2	4
Total		3	4	9	13	19	20
Potchefstroom	A	2	2	2	2	3	3
	B	12	11	13	15	14	15
	C	70	70	74	79	96	111
	L	3	3	2	2	2	0
	P	1	1	0	1	2	2
	Y	20	20	16	17	21	25
Total		108	105	107	116	138	156
Vaal Triangle	B	0	0	1	1	1	1
	Y	3	3	2	2	3	4
	C	2	3	5	8	7	7
	L	0	0	0	0	1	1
	NR	0	0	0	0	0	1
Total		5	6	8	11	12	14
NWU Total		116	117	125	140	169	190



SUMMARY

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Total student enrolment	40 145	38 596	38 709	44 726	47 008	50 589	55 732	56 641	58 752	60 975	63 135
Undergraduate pass rate (contact and distance)	75,20%	78,80%	78,36%	79,48%	81,20%	83,60%	83,50%	85,20%	88,20%	85,10%	86,16%
Total degrees and diplomas awarded	9 657	7 746	9 825	11 345	12 337	13 445	15 083	15 904	14 669	15 464	15 254
Master's degrees awarded	626	700	765	618	583	659	633	639	670	781	746
PhDs awarded	87	85	110	124	100	123	129	115	154	168	171
Article equivalents published	275	326	361	376	503	448	578	734	869	1 010	980
Total weighted research output units	798	865	1 074	1 061	1 083	1 190	1 318	1 483	1 793	2 180	2 160
NRF-rated researchers	73	85	82	95	103	116	117	125	140	169	190
Graduation rate	24%	20%	25%	25%	26%	27%	27%	27%	25%	25%	24.16%
Postdoctoral fellows	9	17	18	34	38	48	69	89	114	140	164





[REPORT OF THE INSTITUTIONAL FORUM]

Fundamentally, the role of the Institutional Forum (IF) is to advise the NWU Council on the implementation of the Higher Education Act and national higher education policy, to assist in developing an institutional culture of tolerance and respect for human rights, and to help promote an environment where effective teaching-learning and research can flourish.

Specific matters not limited to on which the forum advises Council are senior management appointments, policies on race and gender equity, codes of conduct, management of cultural diversity, and policy on mediation and dispute resolution procedures.

6.1 MEMBERSHIP

The Executive Committee of 2014 consisted of the following three members: Dr LK Mabe (Chairperson), Adv M Kruger (Deputy Chairperson) and Mr W Coetzee (Secretary).

According to the NWU Statute, the Institutional Forum may have up to 29 members representing a broad range of stakeholder constituencies. The following table lists these constituencies, together with their representatives for 2014.

Council	Rev SA Musa
Institutional Management	Prof T Mariba
Senate	Prof A Duvenhage, Ms CT Mosabala
Academic staff (non-Senate)	Prof ME Palamuleni, Mr GP van Rheede van Oudtshoorn, Dr E Diedericks
Non-academic staff	Mr W Coetzee, Dr AA le Roux, Mr MM Pule
Unions	Prof T Ngwenya, Mr AM Molefi, Mr PJ van Niekerk, Ms O Murry
Students	Ms B Enslin, Mr B Fourie, Mr B Moekoena, Mr B Mogohu, Mr L Moheta, Mr T Kgobane
Civic society	Mr TC Kgomo, Adv M Kruger, Fr PD Dinkebogile
Convocation	Ms HK Coetzee, Dr MB Sekatane
Special expertise	Dr LK Mabe, Mr A Scheppel

In total, 13 vacancies were filled. The Vice-Chancellor designated a new representative from the Institutional Management Committee. Three vacancies arose for representatives from the Institutional Senate. In the case of the campuses, the Mafikeng Campus requested an extension for nominations while representatives from the Potchefstroom and Vaal Triangle campuses were nominated at a meeting of the Institutional Senate.

Each campus also had to nominate a member from the permanent academic staff of that campus. An election process facilitated by the Institutional Registrar resulted in the nomination of two members from the support staff of the NWU.



NEHAWU nominated two new members and SAPTU appointed a new executive officer, replacing their previous member. A position for a member with special expertise was filled by the manager responsible for the human rights portfolio at the university. The second member with special expertise was linked to the rotating Institutional Dean of Students.

A final decision by the institutional office on a representative from civic society was pending.

6.2 MATTERS DEALT WITH

6.2.1 CONSULTATION ON SENIOR APPOINTMENTS

During a meeting in February 2014 the Institutional Registrar referred to the relevant rules in the Statute and the Rules of Appointment of Senior Managers, and requested members of the Institutional Forum to nominate a representative to serve in the Search Committee for the appointment of a Rector: Mafikeng Campus. A consensus decision was taken to nominate the chairperson of the Institutional Forum. At a special meeting on 5 March 2014, the Institutional Forum provided advice to the interview panel on the suitability of candidates for the position concerned.

The chairperson also represented the Institutional Forum in the short listing and interviewing of applicants for the position of Vice-Rector: Teaching, Learning and Quality Assurance at the Mafikeng Campus. Dr Mabe was again included in the appointment process of the Vice-Rector: Research and Planning of the Mafikeng Campus; the outcome was to re-advertise the position.

6.2.2 TRANSFORMATION MATTERS

Transformation was perceived as a priority for the Institutional Forum and various reports were received, among others a report entitled "NWU Transformation Trajectory, 2004 – 2013", as well as the respective campus reports on transformation. The Chief Strategy Officer in the office of the Vice-Chancellor presented an overview of the report from the International Evaluation Panel in 2014, entitled "Moving forward: a review of the North-West University's first 10 years".

During meetings the discussion focused amongst others on the drop-out rate of black students, non-residential students who had to travel long distances to classes on a daily basis, filling of the position of Executive Advisor: Transformation and Diversity Management, transformation statistics, lack of adequate infrastructure at the Mafikeng Campus, and the special needs of students with disabilities.

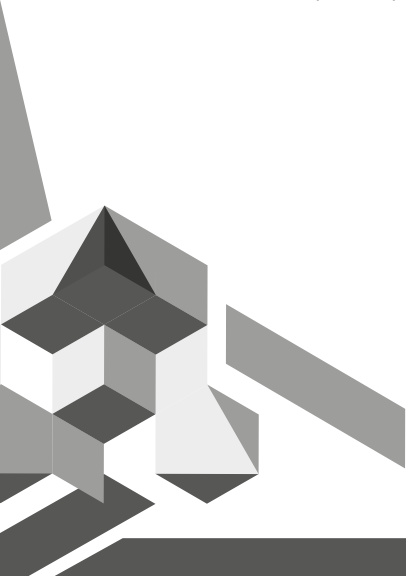
The Executive Director: Finance and Facilities joined the February 2014 meeting to discuss areas of concern within the financial processes of the university, particularly approval of contracts, seen in the context of transformation.

A special consultation meeting between the Vice-Chancellor and the Institutional Management was convened during November 2014 to present an update report on the NWU strategic process.

6.2.3 HUMAN RIGHTS MATTERS

Members received updated reports on the progress of the independent investigative task team looking into initiation practices at the Potchefstroom Campus at the beginning of 2014. The final report could not be disclosed to the media due to possible legal consequences.

No matters were submitted or discussed with regard to the Policy on Gender and Race and other gender matters, and the forum resolved to request update reports from the Human Rights Committee from time to time.



6.3 CONCLUSION

The Institutional Forum gave constant attention to transformation and human rights to enhance quality within existing processes. The scope and importance of the matters that the Institutional Forum dealt with in 2014 confirm the integral role it plays in the NWU's transformation framework. The forum is widely accepted as a credible body that is willing and able to play a constructive role in promoting an institutional culture built on equality, tolerance, respect and integrity.



DR LK MABE
CHAIRPERSON OF THE INSTITUTIONAL FORUM





[REPORT OF THE VICE-CHANCELLOR] ON MANAGEMENT AND ADMINISTRATION

7.1 PRINCIPAL MANAGERIAL AND ADMINISTRATIVE ACHIEVEMENTS MEASURED IN TERMS OF PLANS, GOALS AND OBJECTIVES FOR 2014

(Please see the Performance assessment report for the particulars in relation to plans, goals and objectives that were set for the period under review.)

The university has a three-year rolling institutional plan according to which the overall operational planning takes place. This plan forms the backbone for all planning, as well as goal and objective-setting for all levels of operation at the university. In particular, campus plans form the vehicle by means of which the execution of the institutional plan is operationalised. In line with the NWU mission elements, 2014 determined that campus plans had to focus on transformation, the quality of teaching and learning, relevant and focused research, the implementation of expertise (commercial and for communities), and effective, accountable management.

To follow, a brief explanation of the major managerial and administrative achievements that took place within the overarching framework of the university's institutional plan at campus levels:

MAFIKENG CAMPUS

Priorities for the campus in 2014 were to further strengthen teaching-learning and research capacity by attracting high-calibre staff, collaborating with external partners and giving students exposure to national and even international opportunities. The campus also had an extensive community engagement programme encompassing community law, early childhood education and school science visits, as well as donations to deserving organisations such as orphanages and homes for the elderly.

In 2014, 24 staff members were promoted, five to the level of professor, seven to associate professor, eight to senior lecturer and four to lecturer. These promotions have strengthened teaching-learning capacity across all five faculties on the campus.

Five memoranda of understanding were signed with external partners during the year. The Faculty of Commerce concluded MoUs with the European Scientific Institute (ESI) and the Department of Transport. The Faculty of Agriculture, Science and Technology facilitated an MoU with Mintek, the state-owned enterprise for mineral technology research, and entered into a separate agreement with Hokkaido University in Japan for collaboration in Agriculture, Environmental Sciences and Nanotechnology for water and health. The fifth agreement was between the Indigenous Knowledge Systems (IKS) Centre and four external partners, including the South African National Traditional Health Forum, for cooperation in the field of Ethnomedicine.

Mafikeng Campus students excelled at competitions in law and mathematics, as well as at the national student research showcase, Famelab.



The Science Centre hosted the Famelab competition in February 2014, in collaboration with the British Council, Jive Media and South African Agency for Science and Technology Advancement. Two students from the Faculty of Agriculture, Science and Technology, Kgomoetso Mohatalle and Raven Motsewabangwe, won the campus leg of the competition, and attended the national Famelab semi-finals in March 2014. Raven Motsewabangwe was the overall winner and represented South Africa in the United Kingdom in June 2014.

In August 2014, the campus hosted the South African Tertiary Mathematics Olympiad (SATMO), organised by the South African Mathematical Society. Eighteen students from Mafikeng Campus participated and three were among the top 15 in the country. The Law Faculty participated in the inter-Campus Criminal Law Mock-Trial Competition against sister Campuses Potchefstroom and Vaal Triangle. The Mafikeng Campus' second-year team, consisting of Kadafi Lehabe, Reitumetse Senoana, Harvey Modiko and Linda Mhlongo, won this competition.

POTCHEFSTROOM CAMPUS

While working towards, and meeting most of the targets set for the core teaching-learning and research operations in 2014, the campus concentrated on bringing a caring, nurturing focus to its activities. Some good progress was made, with the students' RAG community service undertaking over 300 community projects, and staff and students running a host of initiatives aimed at caring for the environment, such as electricity and water-saving projects, glass recycling, solar energy projects and the campus shuttle service.

The campus's research performance was particularly good, showing strong growth in research outputs. Two new research entities were approved in 2014. The two newly approved entities are Visual Narratives and Creative Outputs through Interdisciplinary and Practice-led Research, and Self-Directed Learning and Technology Enhanced Learning.

Student enrolments continue to grow, and the campus has thus far been able to absorb the ongoing growth in student numbers by carefully managing its staff and infrastructure, including information technology and connectivity.

Although the NWU Council took the lead in reviewing the campus's reception and welcoming programme following the widely reported incident in February 2014, campus management played its part in addressing the situation. The campus rector established a blog to encourage discussion on human rights-related topics with internal stakeholders, and an industrial psychologist was appointed to assist student structures with human rights and student disciplinary matters.

Despite the difficulties confronting the campus in the wake of the reception and welcoming programme incident, the campus's core business proceeded smoothly and the results delivered for teaching-learning, research and the implementation of expertise bear out its inherent strength and resilience.

VAAAL TRIANGLE CAMPUS

During the year, the Vaal Triangle Campus focused on equity of access and success, entrepreneurship and innovation, infrastructure, technology, research and expanding the programme and qualifications mix (PQM).

In terms of access, the extended degree programmes catered for students needing assistance with mathematics while offering them access to programmes in the BCom, CA and BSc IT fields. The first group on the extended programmes graduated 2014. In expanding access, more progress came when 53 Grade 12 learners passed the Bridging the Mathematical Gap Programme (BTMG), developed to help learners improve their final results in mathematics, and 22 subsequently enrolled at the Vaal Triangle Campus.

Research was strengthened through the appointment of five extraordinary professors at the Optentia research programme, and the external evaluation of the research focus area UPSET, standing for Understanding and Processing Languages in Complex Settings. The international panel gave UPSET an outstanding evaluation report.

The Serious Games Institute of South Africa (SGI-SA) on the campus hosted South Africa's first international conference on serious games, and the bhive Entrepreneurial Development Centre actively promoted entrepreneurship among students.



It launched the Young Entrepreneur Business Organisation (YEBO) and held a business competition in which campus winners won seed funding of R10 000 each for their businesses.

The UARM Centre for Applied Risk Management launched its new master's degree in Banking and Financial Risk Management, one of only a few known to be offered worldwide.

In May 2014, the campus opened its Learning and Research Commons, representing a R70 million investment. The Commons houses the library, academic development and support, student counselling, IT support, reading and writing centres, and the newly established South African Water History Archival Repository (SAWHAR).

7.2 MANAGERIAL AND ADMINISTRATIVE ASPECTS OF THE OPERATIONS OF THE INSTITUTION – INCLUDING NEW SENIOR APPOINTMENTS

The following senior appointments were made during 2014:

Business unit	Title	Job title
Institutional Office	Prof ND Kgwadi	Vice-Chancellor
Institutional Office	Prof M Verhoef	Institutional Registrar
Institutional Office	Mr RL Kettles	Chief Strategy Officer
Institutional Office	Dr DJ de Beer	Chief Director
Mafikeng Campus	Prof M Davhana-Maselesele	Campus Rector
Mafikeng Campus	Prof LL Lalendle	Campus Vice-Rector

In line with the Institutional Plan, all operations at the NWU were directed at achieving the goals set out in this plan. Council was updated during the June and November meetings of the progress made with regard to the realisation of this plan.

As per the Institutional Plan, a substantial amount of time and energy were utilised to start with a new strategy-forming process towards the re-positioning of the NWU. This process is to continue in 2015.

7.3 ACHIEVEMENTS OF THE ADMINISTRATIVE STRUCTURES AND RESOURCES ASSESSED IN TERMS OF REALISTIC EXPECTATIONS

7.3.1 HUMAN CAPITAL

The NWU continued to invest in the development and wellbeing of its employees, strengthen and improve its HIV and Aids management capabilities, manage talent and succession planning, and improve the equity profile of the workforce at all levels.

DIVERSITY MANAGEMENT

Diversity management is a priority for NWU. The training in 2014 was done within the transformation workshop of the New Managers Development programme. In 2015 we will focus on facilitating diversity and change management through a series of interventions at all four business units. Although we recognise the importance of diversity management, especially with the recent changes experienced by NWU, the full diversity management awareness campaign will be established and initiated in 2016.



HUMAN RIGHTS MANAGEMENT

The committee also held a human rights workshop at the Vaal Triangle Campus's conference venue on 18 March 2014, focusing on 20 years of democracy in South Africa. The presenters were Adv Johan Kruger, Director of the Centre of Constitutional Rights, Mrs René Koraan, an NWU law lecturer, and Judge Zakeria Yacoob, a retired Constitutional Court Judge.

EMPLOYEE WELLNESS

Two service providers, both appointed in October 2013, delivered employee health and wellness services to NWU staff during 2014. Independent Counselling and Advisory Services (ICAS) provided life management, face-to-face counselling, telephone counselling and e-care services, while Private Label Promotions (PLP) offered concierge services to assist employees with work-life balance issues. In addition, NWU Wellness4U managed the employee assistance programme, which focuses on preventing, identifying and resolving employees' personal concerns that might negatively affect work performance.

Through Wellness4U, employees and their family members have access to unlimited telephonic counselling 24 hours a day in all 11 official languages. Each person may also have up to eight face-to-face counselling sessions a year per problem, and receive life management services in the form of financial management, legal advice and family care. All these services are confidential.

During 2014, a total of 1 141 (32,6%) of employees made use of health and wellness and employee assistance services, which is above the 6,5% benchmark for the higher education sector.

Here are some of the highlights of employee health and wellness in 2014.

- Health screening was available to all employees; 251 received flu vaccinations, while 215 female employees were screened for cervical cancer and 73 male employees had prostate screening.
- 63 employees used the identity document and passport service and 38 benefited from the motor vehicle licensing and international drivers permit project.
- Various workshops were held on retirement planning (49 employees), early retirement (28 employees), managerial training on supervisory referrals (372 managers) and financial literacy (73 employees). Workshops were also presented to managers on people management (72 managers), stress management and poor work performance or incapacity.
- Through the NWU Wellness 4U programme, 238 employees received individual counselling and 33 were involved in group sessions. The Manager: Wellness also provided counselling services for 21 employees, all of whom were referred to Wellness4U.

INSTITUTIONAL HEALTH AND WELLNESS COORDINATING COMMITTEE (IHWCC)

The purpose of this committee, which the Manager: Wellness chairs, is to coordinate all aspects of health, wellness and safety for students and staff. In 2014 the committee had four quarterly meetings and delivered a number of achievements. These included signing a memorandum of understanding with the Department of Health for the Mafikeng and Potchefstroom campuses, compiling guidelines on substance abuse and the management of Ebola, revising absenteeism management and revising the smoking policy and designated smoking areas.

HIV AND AIDS MANAGEMENT

The NWU signed a service level agreement with Higher Education AIDS South Africa (HEAIDS) in 2014 and received R400 000 to strengthen its existing HIV and Aids programmes. These include counselling and testing for HIV, TB and sexually transmitted infections (STIs), condom distribution, male education (through the Brothers for life initiative), female education (through the Zazi initiative), and awareness campaigns on substance abuse, stigma and discrimination.

All three campuses and the institutional office participated in counselling, screening and testing during 2014. Vaal Triangle Campus had various events ranging from wellness days, Valentines events, Candle light memorial to run up events to world AIDS day and through this they have reached 56 employees through the HIV counselling and testing campaign. All three campuses are running the First things first campaign from Higher Education AIDS where both employees and students are motivated to come and test for the first time. During these campaigns screening also takes place for sexually transmitted infections as well as TB. From this campaign 14 employees were diagnosed with sexually transmitted infections.

TRAINING AND PEER EDUCATION IN HIV PREVENTION

Awareness is a critical element of HIV prevention, making staff and student education and training a necessity. Eleven Psychology master's students were trained in HIV counselling and testing in 2014, and one staff member was

trained on Nurse Initiated Management of Antiretroviral Treatment (NIMART), equipping the health professional to provide Anti-Retroviral Therapy to staff members and students.

On the Potchefstroom Campus, 24 third-year nursing students received training in HIV counselling; a Western perspective. The campus also initiated the Red Chair campaign, aimed at initiating discussions on HIV prevention and the elimination of stigma; 88 students were reached at the launch and 86 students through the ongoing dialogues.

Newly appointed employees received HIV and Aids training during the New Employee Orientation Programme, where the emphasis is on prevention, non-discrimination and the workplace policy on HIV and Aids. The wellness4U website, which all permanent and fixed-term employees can access, also offers information on HIV and Aids.

Among students, peer education was an important mechanism for raising awareness of HIV and Aids, TB and STIs. On the Mafikeng Campus, 15 students were trained as peer educators, while 30 peer educators on the Vaal Triangle Campus received training in communication skills, HEAIDS programmes, HIV and AIDS signs and symptoms, referral systems and stigma and discrimination.

Other key interventions for reaching students were:

- Brothers for life, which raises awareness among men about HIV and Aids and related issues. In September, 47 students attended a couples' evening, held to increase awareness on mutually respectful and responsible relationships including sexual and reproductive health. On the Mafikeng Campus, 79 male students underwent medical male circumcision, a biomedical intervention that prevents the spread of HIV.
- Zazi, a programme focusing on women and girls in relation to HIV and Aids. During August 2014, women and girl empowerment workshops were held for 30 peer educators in Mafikeng. Topics included delaying sexual debut, partner reduction, the risks of trans-generational sex, alcohol and substance abuse, and medical male circumcision.
- The programme of de-stigmatisation and discrimination, which was strengthened through the training of peer educators in September 2014.
- HIV, STI and TB prevention, through condom distribution, provision of medication and medical male circumcision. In all, 120 200 male condoms and 245 female condoms were distributed throughout the NWU community. Twenty additional condom dispensers were installed at the Mafikeng campus and mechanisms for reporting empty containers were put in place.

TRAINING AND SKILLS DEVELOPMENT

The focus of human capital development is increasingly on training and skills development for black employees, enhancing the university's B-BBEE status and contributing to the sector skills plan and National Skills Development Strategy.

From January to September 2014, a total of 2 763 employees attended training programmes to the value of R4,6 million and R778 000 was spent throughout the year on assisting support staff to acquire full qualifications through UNISA.

Since 2012, there has been a consistent 7% increase year on year in support staff applying for financial assistance to acquire UNISA qualifications. In 2014 alone, the applications of 110 support staff were accepted, of whom 50 were black, 54 white, one was Indian and five were coloureds.

The following table shows the NWU's training investment in 2014 and the number of employees who participated.

Type of training	Number of participants	Total amount spent
Short learning programmes (internal)	2 412	R2 845 581,16
Short learning programmes (external)	351	R1 783 581,16
UNISA applications	110	R777 570,00
TOTAL	2 873	R5 406 532,32

Going forward, to avoid overspending and ensure efficient use of the training budget, the university has drafted a training and development strategy that will drive staff training through the use of personal development plans, performance management and training needs analysis.

LEADERSHIP AND MANAGEMENT TRAINING

The NWU Leadership and Management Academy continues to develop more managers and aspiring managers and supervisors. During the year, 85 managers and supervisors were registered for the New Managers' Development Programme, consisting of 10 modules. The Leading through Thinking Fusion programme unfolded very satisfactorily during 2014.

INTERSHIP PROGRAMMES

The terms of interns appointed with ETDP-SETA funding ended in October 2014. This support had enabled the interns to work within different faculties on all three campuses and the institutional office. While the SETA has not budgeted for another intake of interns for 2015, the NWU may apply for interns based on its business needs and the SETA's sector skills plan. Internship guidelines have been compiled to assist the university in implementing well-organised internship programmes. A needs analysis is also being conducted to assess the NWU's internship requirements.

Meanwhile, the NWU has been awarded discretionary funding of R450 000 for a learning programme for 25 employees of the Potchefstroom Business School. This will commence in January 2015.

TALENT MANAGEMENT

During 2014, individual development programmes were implemented to ensure that candidates in the succession pool are well equipped for their future roles. All the candidates have undergone assessment and will be tracked and monitored throughout 2015. Mentors are being trained to work with the candidates and help prepare them for their future roles at the NWU. The Succession Planning guidelines and process will be reviewed in 2015.

RECRUITMENT

The investigations for the online job portal were completed in 2014 and a decision was made to use the PNet solution. Roll-out of the system and user training is set for early 2015.

Psychometric assessment is an invaluable tool for recruitment and personal development. During 2014, the NWU's battery of assessment tools was used by the recruitment offices of all three campuses and the institutional office, as well as for new manager training and at the occupational health and safety office. In all, 79 candidates were assessed during the year, as the next table shows.

REMUNERATION AND ORGANISATIONAL DEVELOPMENT

Various organisational structuring, remuneration and relevant process improvements were implemented, including improved management information access and improvements to the annual HEMIS academic time sheet system.

By December 2014, the Quali Financial System had been successfully implemented within Human Capital and the new chart of accounts structure had been incorporated into Oracle Human Resources.

EMPLOYEE RELATIONS

Annual wage negotiations commenced in January 2014 and were finalised by way of agreement with all stakeholders in June 2014. The university currently has two recognised trade unions, namely SAPTU at the Institutional Office, Potchefstroom and Vaal Triangle Campuses, and NEHAWU at the Mafikeng Campus.

Training on the Behavioural Manual, which had started in 2013, continued in 2014. The manual covers all key disciplinary and grievance procedures at the NWU, including those for dealing with abscondment, suspensions, incapacity, intoxication, harassment, personal searches of employees and the reporting of acts of dishonesty to the South African Police Services. Ms Lizelda Goslin was appointed as the ombudsperson for reports on sexual harassment. This is in line with the Sexual Harassment procedure, which applies to employees and students.

During the year, 17 cases were referred to the Commission for Conciliation, Mediation and Arbitration (CCMA). One case reached arbitration early in 2014 and the others are Labour Court cases for which dates have yet to be set.

In all, 62 disciplinary cases were dealt with and only two had not been finalised by the end of 2014. Two grievances were resolved.



ADEQUACY OF STAFFING LEVELS, PARTICULARLY IN CRITICAL AREAS

STAFF COMPLEMENT OF THE NWU

NWU employees	2013	2014
Permanent	3 477	3 686
Temporary	4 131	3 998
Total	7 608	7 684

EMPLOYMENT CATEGORIES

Category	2013	2014
Crafts/Trades	27	28
Executive/Administration/Management professional	109	112
Instructional/Research Professional	3 574	3 167
Non-professional administration	2 505	3 155
Service	417	399
Specialised/Support Professional	693	559
Technical	283	264
Total	7 608	7 684

EXTENT TO WHICH EQUITY TARGETS IN THE WORKPLACE HAVE BEEN REALISED

The NWU's 2012-2014 Employment Equity Plan sets targets for the university as a whole, as well as for the campuses and the institutional office.

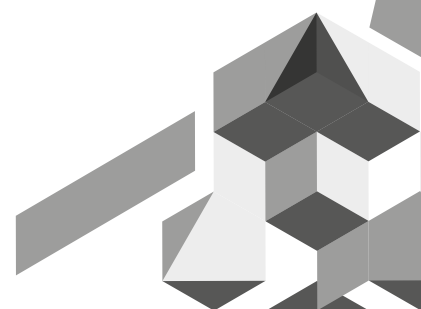
Although the NWU did not meet its target for increasing black employees to 39.03% of the workforce, an increase of 0,6% was achieved from January to December 2014 with the number of black employees standing at 36,31%.

In terms of campus targets the Mafikeng Campus exceeded its priority target of 47,10% women by 0,4%, while the Vaal Triangle Campus needed a mere 0,62% increase in black employees to meet its target of 36,90%. The Potchefstroom Campus achieved a 0,43% increase in representation of black employees to stand at 25,38%, but did not meet its target of 27,95% black employees. The Institutional Office exceeded its target for black employees by 0,77% to 23,87%.

There was an increase of 0,06% in the number of employees with disabilities, bringing the representation to 0,76% of the total workforce. The national average is 1% and the overall target for the NWU is 2%.

IMPROVING THE EQUITY PROFILE

The Capacity Building Fund seeks to facilitate the appointment of candidates from the designated groups through bridging finance for a maximum of three years, after which the position is funded through normal staff budgeting. The aim is to support capacity building and the Employment Equity Plan of the university. The approval of positions and the



administration of the funding have been decentralised to the workplaces concerned. During 2014 more than R17 million was made available while since 2006 more than R86 million were spent on the employment of candidates from the designated groups in capacity building positions.

GROWING OUR OWN TIMBER (GOOT)

This programme makes provision for undergraduate and postgraduate bursaries for candidates who are then employed at the university after completing their studies.

In 2014, the Faculty of Engineering on the Potchefstroom Campus had two bursary candidates who, on completing their undergraduate studies, would be eligible for employment through the Capacity Building Fund.

The Potchefstroom Campus also launched a postgraduate bursary programme during the year, coordinated by the Registrar's Office and a representative committee. Provision was made for eight bursaries (one per faculty) of R80 000 per annum each. These bursaries will assist students to complete their master's or doctoral studies, after which they would be contractually bound to work the corresponding number of years for the NWU.

During 2014, five students were awarded GOOT bursaries in the faculties of Law, Health Sciences, Economic and Management Sciences.

7.3.2 INSTITUTIONAL ADVANCEMENT

The year 2014 marked the 10th anniversary of the merger of the North-West University. Institutional Advancement was instrumental in driving an institution-wide and nationwide campaign to celebrate the achievements of the university and the success of the merger. The campaign, which focused primarily on government, alumni, students, staff, business and donors, succeeded in enhancing awareness of the NWU brand and brand positioning. In addition, it instilled confidence in the NWU as a deserving beneficiary of funding from government, business, alumni and other sources of third-stream income.

EXTERNAL COMMUNICATION

To continue positioning the NWU among key external stakeholders and to actively engage with them, much of the focus of external communication during 2014 was celebrating and commemorating the 10th anniversary of the NWU. The advertising campaign included the final stage of the billboard campaign that had already started in 2013, as well as advertisements in specialised media. The outcomes of the campaign are outlined below in more detail under 'Branding and Corporate identity management'.

Media monitoring conducted by MarketIQ showed that a total of 7 229 items were analysed. The 2014 articles had a total advertising equivalent value of R96 857 851. Institutional Advancement, in conjunction with the Marketing and Communication departments on the three campuses, strives continually to improve the profile of the university.

Of the 7 229 items analysed, 3 294 appeared in the print media, 583 in broadcast media and 3 352 in the online media. More than half of the print articles appeared in daily and Sunday newspapers, followed by community newspapers then trade publications, and the lowest number were in consumer publications. Of the 583 articles carried in the broadcast media, just over 85% resulted from radio.

A large number of experts represented the university in the media on non-corporate subjects and leadership issues, especially after the departure of Dr Theuns Eloff, whom, Prof Dan Kgwadi succeeded as vice-chancellor. It is clear that the arrival of a new vice-chancellor has had a significant impact on the news environment of the university and has ushered in a new area of reporting, with new and different issues being reported on compared to the trends of the previous few years.

Overall, the university weathered the intense media storm towards the end of the year, bearing in mind that the turbulence was also a factor of natural media cycles. With matrices considering options in January, there is a good possibility of some of the issues of 2014, including transformation, being revisited by media in early 2015.



While the story about the 'Nazi salute' broke in February, the full impact of the discussion, commentary and opinions unfolded largely from March onwards, culminating in an all-time high of 933 unique news items in that month. It took a further three months for the initial discussion to calm down, only to flare up again in June, with the issue changing from the actual event at the campus to a much wider discussion about transformation, values, race and political direction. In September 2014 additional fuel was added to a burning fire with comments from the Minister of Higher Education and Training and the Higher Education Transformation Network. Apart from the defeat of the Potchefstroom Campus in the Varsity Cup final, the issue of transformation was the single most impactful topic throughout 2014, if not always in volume then certainly in rating and reputation.

The electronic newsrooms of the three campuses on the university website are used as the primary platforms for publishing news and making it accessible to all stakeholders. However, most of the media coverage of the NWU is still generated when experts are quoted. For this reason, the list of NWU experts published on the university website is regularly updated and this link is provided to all media, thus enabling them to have easy access to these academics and researchers.

For the fifth year, the Spokesperson of the Year cocktail event was held and awards with total prize money of R70 000 were presented in the following categories:

- Most quoted in the print media in 2013: R5 000
- Most quoted in the broadcast media in 2013: R5 000
- Most quoted in the online media in 2013: R5 000

Apart from these awards, prizes were also handed out to the individuals who held the top three positions in all the categories combined for 2013:

- Third place: R10 000
- Second place: R15 000
- First place: R20 000 and a floating trophy.

In order to extend the recognition for being quoted in the media, two additional categories were added during the 2014 cocktail event, namely: The "New voice" of the NWU. This category will recognise an individual who was previously very seldom quoted and whose profile has now increased. The second category will acknowledge an individual who in a short space of time has created a noticeable "spike" in coverage as a result of research or comments on a specific issue. Prize money in both were categories R5 000.

The award winners were identified through analysis by Market IQ, based purely on the number of times an individual was quoted or referred to in the media. The relative value added to the number of hits by an individual was ignored, as this is relative rather than objectively quantifiable. The academics and researchers who qualified for the awards received the cash awards in the form of a bonus as prescribed in the standard procedures set by the Finance Department.

The guest speaker at the 2014 awards function was media celebrity Devi Govender of the Carte Blanche television actuality programme. It is customary to invite specialists to address the audience with the aim of preparing experts for the challenges they face when dealing with the media. The purpose of the event is thus not only to encourage experts to share their expertise but also to serve as a training session. In conjunction with Research Support, two similar training sessions were conducted for researchers on the campuses.

The process of reviewing the media policy of the university was started in 2014, and is expected to be finalised during the first quarter of 2015.

One of the major external communication highlights during 2014 was the NWU's continued sponsorship of the National Press Club's Journalist of the Year and Editor of the Year competition. During 2014, the sponsorship was also extended to the Newsmaker of the Year, thus ensuring that the NWU owns this major national event. A networking dinner was also hosted where the vice-chancellor gave an overview of the successes and challenges of the NWU, and addressed pressing



matters affecting the university.

This sponsorship not only brings positive exposure, but also fosters constructive relationships with individuals and institutions in the media world.

Corporate publications were used throughout 2014 to establish the university's brand and strengthen its key strategic messages. The flagship print publications were:

- The 2013 Annual Report, which was submitted to the Department of Higher Education and Training and subsequently, a glossy version for stakeholders was published in English and Afrikaans, with executive summaries in Afrikaans, English, Setswana and Sesotho. The stakeholder version, with much focus on the 10th anniversary celebrations of the university, was further adapted to bring it in line with current trends and to move towards adhering to integrated reporting requirements, with a specific focus on the reporting of sustainability. The 2014 version will again see major changes to ensure that the needs of all stakeholders are addressed optimally.
- Pocket Statistics, a foldout brochure containing a summary of management information.
- Two editions of the alumni publication NWU & U, which were distributed to all convocation members and to the alumni offices of the three campuses.
- The research annual report, the planning and execution of which was handled by Institutional Advancement.
- A new publication, focusing on the research excellence of the university, called "Research Dynamics".

To ensure that the university's external publications remain relevant to their target audiences, they are annually entered into a competition run by the SA Publication Forum. The NWU & U received certificates for excellence in writing and design. The corporate profile received certificates for excellence in writing and communication, and was the runner-up in the category for the Best once-off publication. The Annual Report was a finalist in the category for the Best Annual Report.

In another annual competition run by the organisation Marketing, Advancement and Communication in Education (MACE), the NWU & U received a merit award and excellence awards were achieved by the Annual Report and the Research Dynamics publication. The feedback provided by the judges is constantly used to inform further changes to ensure that all publications remain relevant.

To expand the digital distribution of all corporate publications, thus reaching a wider audience and minimising the carbon footprint of the NWU's printed material, the stakeholder version of the Annual Report, corporate profile and alumni publications were again made available digitally in 2014, and were published on the university website.

INTERNAL COMMUNICATION

Internal communication was again a priority in 2014 as a result of the continuing process of streamlining and aligning activities between the Institutional Office and the three campuses. Much focus was placed on communicating matters of importance resulting from the appointment of the new vice-chancellor and, towards the latter part of 2014, communicating the importance of the review process of the university's strategy. In this regard, a special platform was created on the intranet to inform staff members of the progress made and to provide access to all relevant information and documentation. Institutional Advancement is constantly ensuring that internal communication is adapted to achieve the desired outcomes.

The main channels of internal communication used at the Institutional Office during the year were:

- The internal staff newsletter Eish!, seven editions of which were published and distributed.
- Electronic media such as the twice-weekly @NWU electronic notice for staff, the vice-chancellor's newsletter, video streaming messages from the vice-chancellor, urgent and crisis communication bulletins and messages from the Institutional Office.

The NWU's internal staff newsletter, Eish!, rates among the best in-house publications in the country.

This was confirmed at the SA Publication Forum's award ceremony in September 2014, when the Eish! was a finalist in the categories for Best internal newsletter and Best publication with a smaller budget. A certificate was also received for excellence in communication.



In the Marketing, Advancement and Communication in Higher Education (MACE) competition, the Eish! received an excellence award and was also one of four finalists for the Top Achiever Award.

A new intranet environment was created on the Drupal 6 content management system to accommodate the development process. To facilitate the development, a centralised management process to improve content and quality control was put in place. This included an information architecture blueprint based on the principle of the availability of topic and search-driven information. The first version of the draft intranet guidelines was also compiled.

The intranet project is being handled in phases, and Human Capital, Student Administration and the Quality Office were completed. The pages of Finances are in the final stage and the architecture for Institutional Advancement was completed.

ONLINE COMMUNICATION

In a bid to align online publication processes and systems across the university, the NWU Online Publication Policy was reviewed, revised and deployed to web publishers on all campuses. This policy was also shared at all editorial training initiatives. NWU web publishers had increased access to in-house web training (including Drupal training, editorial training, tutorials and an event with expert speakers). Training for 2015 will be optimised even more, making use of technologies such as Adobe Connect.

A new procedure for website establishment and content development was designed, involving inter-departmental collaboration. Implementation is expected in 2015. In addition, the Institutional Web Office became aware of an increasing need for blogging. A blog establishment process is under way, and is expected to be implemented in 2015.

A new level of inter-departmental collaboration has been achieved and will continue to be promoted in 2015. The NWU Solar Car media campaign involved teamwork from multiple departments (Institutional Web Office, Potchefstroom Campus Faculty of Engineering and Department of Marketing and Communications, IT Department and the Graphikos design studio) and won several coveted awards.

The online newsroom was moved onto its own subsite (news.nwu.ac.za) on the NWU domain. New features include automatic news feeds, automatic categorisation, archive access, access to student media, news in other media and an experts' portal. NWU Experts (news.nwu.ac.za/experts) lists prominent NWU specialists in their fields and can be searched by name, fields of expertise or departments. Expert profiles include research outputs, contact details, CVs and links to social media and web information, among other things.

The NWU website, which was upgraded to Drupal 7 at the end of 2013, was prepared for the next phase in its development, involving an improved platform known as Aegir that will allow many Drupal sites to be deployed and managed. Having multiple subsites, rather than one mega site, within the NWU domain, will allow for easier data analytics, better search engine optimisation, better content management, easier upgrades, back-ups and installations, and faster download times. It will lead to an overall improvement in usability, both for content publishers and website visitors.

The following subsites were established in 2014 as part of the Aegir strategy: Unit for Open Distance Learning, NWU News (including Experts portal) and the NWU intranet

STAKEHOLDER RELATIONS

A concerted effort is being made to establish and build sound relationships with various stakeholders through networking events, workshops and bilateral meetings.

Seven networking dinners were held across the country, including two with the NWU Board of Donors. The dinners, hosted by the vice-chancellor, were opportunities to forge strategic relationships, enter into business development partnerships and inform opinion-leaders about the NWU's achievements and challenges. These events included local business people in Mafikeng, Potchefstroom and Vanderbijlpark, as well as members of the media.



Establishing and maintaining ties with the industries in which NWU students are to be employed is of the utmost importance. Two workshops were held in 2014 to enable academics to meet with industry to find out how the existing ties between the workplace and the university can be strengthened, and how the NWU can adjust its programmes to meet workplace needs. The aim is to ensure relevant curricula that will assist in delivering graduates who can plough back their skills into the developing economy of South Africa.

From 12 to 14 November 2014, Institutional Advancement hosted the annual MACE congress at Sun City. Close to 200 representatives from 25 tertiary and Technical Vocational Education and Training institutions across South Africa attended the event, which enabled the NWU to strengthen relationships with its peers at other institutions.

Various events were held across all four business units to say farewell to the outgoing vice-chancellor of the NWU, Dr Theuns Eloff.

On 26 September 2014, the NWU's second vice-chancellor, Prof Dan Kgwadi, was inaugurated and Kgosi Leruo Molotlegi was reinstalled as chancellor for a second term.

BRAND AND CORPORATE IDENTITY MANAGEMENT

The aligned brand strategy was further implemented in 2014, highlighting the creative concept and stressing the importance of consistent and aligned campus and institutional messages. To entrench the university's brand positioning ("It all starts here"), a brand positioning campaign was continued in collaboration with McCann Worldgroup, specifically targeting government, the private sector, alumni, staff and students. Apart from inspiring pride through being associated with the NWU, the campaign sought to stimulate potential funding from stakeholders.

The Corporate Identity Manual was revised and streamlined during 2014. Part of this process was to align the visual styles across all four business units. The trademark registration of the payoff line of the NWU was finalised and it now appears with the ®.

The integrated strategy to celebrate the 10th anniversary of the NWU was successfully implemented in 2014 and a 10-year logo was used on all platforms across the university. Coming exactly 10 years since the merger in January 2014, the 10th anniversary campaign enabled the university to showcase its achievements as a stable, successfully merged university. The outcome of the strategy review process will determine the direction which will be followed with regard to the positioning of the university.

CONVOCATION AND ALUMNI MATTERS

In August 2014, for the first time, a planning workshop comprising alumni relations officers from the institutional office and three campuses was convened. This workshop led to subsequent planning sessions aimed at developing an integrated NWU Alumni Relations Strategy, to be approved in 2015. Two priorities were identified: a communication audit among alumni, which will be conducted in the first quarter of 2015, and the development of the Alumni Relations Policy and guidelines, including the Alumni Chapters Guidelines. The first draft policy was compiled by the end of 2014 and, once approved, will pave the way to align procedures and processes across the Institutional Alumni Relations office and the three campuses.

The second NWU Alumni Awards were hosted on 31 October 2014 to showcase the achievements of exceptional alumni. The awards went to four outstanding individuals who had built the character of the institutions that merged to form the NWU:

- Mr Alec Moemi, director-general Sport and Recreation South Africa (SRSA)
- Adv Jan Henning, regarded as one of the best prosecutors and managers that South Africa has produced.
- Prof Pieter Stoker, founder of the North-West University's Centre for Space Research and former dean and head of the Faculty of Natural Sciences
- Mr Ettienne le Roux, chief economist for Rand Merchant Bank (RMB)

In 2015, the guidelines for the Alumni Awards will be revisited to refresh and streamline the different categories. The updating of the alumni database continued in earnest. There are currently 5 801 profiles on the Convocation database, and 2 391 were updated between 1 January 2014 and 31 December 2014. Further investigation shows that contact can be made with 95% of the database, and 99% of these alumni were contacted. In addition, the Alumni Office assisted and provided the data to the office of the Institutional Registrar for all elections during 2014. The Alumni Association

celebrated their first year at the NWU and the Alumni Association's constitution was finalised and will be approved by Institutional Management during 2015.

An alumni reunion function was held in London during October 2014 to strengthen relations with alumni in London. Staff from the Institutional office and Potchefstroom Campus who was attending the Greenwich School of Theology's graduation ceremony also attended the reunion.

INSTITUTIONAL ADVANCEMENT

The Development and Alumni Relations Office is leading the development of an integrated advancement strategy that will ensure overall alignment in alumni relations and fundraising while taking into account the needs of the campuses, as well as the envisaged new strategic direction for the university.

By 2014, several positive steps had been taken towards this integrated strategy. First, an external analysis of the current development (fundraising) and alumni practices at the NWU was completed and a gap analysis undertaken. This resulted in an internal systems development plan and a draft discussion document on the implementation of the preferred "hybrid model".

A hybrid model that differentiates between the roles of the fundraising structures at the Institutional Office and the campuses was agreed to and accepted in principle.

In essence this model allocates the following roles and projects to the Institutional Office:

- **endowment building** – to be facilitated through a fundraising entity to which a number of mechanisms will contribute, such as bequests, undesignated endowment gifts, student affinity cards, a portion of alumni contributions, commercialisation projects, investment income, property management undertakings and venture capital projects.
- **institutional flagship projects** – these are major, institution-wide projects that have been prioritised as NWU (capital) projects, directly aligned to the overall institutional plan and its resource requirements.
- **institution-wide outreach projects** – these are undertaken by the NWU Community Development Trust and involve and benefit all campuses.

The following campus-specific projects will be the responsibility of campus-based fundraising structures:

- **prioritised and approved campus-specific projects** – these initiatives are managed by academic project leaders and have been approved by the Campus Fundraising Forums (CFFs). They are directly in line with campus operational strategies, plans and priorities, thus requiring the services of the Campus Fundraising Coordinators (CFCs)
- **individual projects** – these are registered with the CFFs but are not deemed to be prioritised. Project leaders themselves are responsible, without direct support or resources from the campus-based structures
- **Student-initiated projects** – these are projects at each campus for which the student body or their representatives take direct responsibility. The projects must still be registered with the CFFs but do not receive direct support or resources from the campus-based structures.

Due to the Development and Alumni Relations Director being incapacitated from December 2013 to the end of August 2014, an interim plan was put in place to implement the internal systems development plan. The following activities were dealt with in 2014:

- The criteria for the application and distribution of the Meal-a-Day funds to students across the three campuses were aligned, approved and implemented on the three campuses;
- The design of the NWU affinity ring was finalised and approved. A supplier for the manufacturing, sales and distribution of the ring was appointed through a closed tender process; and
- The process of designing a set of user-friendly development guidelines (policy) was completed. The guidelines will be submitted for approval early in 2015.

The public benefit trust, the North West Higher Education Trust, (NWHET) which was established as the mechanism for receiving all philanthropic donations, was scrutinised in order to address a need to clarify the relationship between the NWU and the NWHET. The outcome of this review, due in 2015, will determine the future of the trust and the university's involvement with it.

7.3.3 MARKETING AND RECRUITMENT ACTIVITIES ON CAMPUS

MAFIKENG CAMPUS

The campus's recruitment department reached more than 37 800 learners during the year, as the following table shows.

Schools visited	Career exhibitions	Other activities	Number of schools reached	Number of learners reached
19	28	15	37	37 881

Individual and group campus tours were conducted for learners in grades 10 to 12 who wished to see the campus.

Two successful Winter Schools were conducted on the campus and in Vryburg during the June recess. 300 learners attended the Ikateleng project, which was conducted on the campus on Saturdays. Altogether 150 of these learners registered to study at the NWU in 2015.

COMMUNICATION

According to the Market IQ analysis, the Mafikeng Campus generated 19% of the NWU's media coverage in 2014, almost all of it positive or neutral. In all, 23 articles were published on the news portal of the Mail & Guardian, while 66 articles were published on the website and 30 advertisements were published in local newspapers.

The Campus Facebook page has grown to 18 000 likes. Important messages on student issues, events and finances are posted and the page is monitored daily.

The campus radio station is broadcasting 24 hours a day and a new station manager was appointed as from 1 August.

ALUMNI

Alumni functions were held in Swaziland, Bloemfontein and Centurion, with approximately 40 alumni attending each event. A final-year dinner was held for 800 students.

CAREER CENTRE

The Career Centre held a Career Fair during May 2014 where 16 companies participated. Students were assisted to upload their CVs on the career portal and training was given on interview skills and CV writing.

POTCHEFSTROOM CAMPUS

UNDERGRADUATE STUDENT RECRUITMENT

A well-structured student recruitment plan was launched; consisting of career exhibitions, parent evenings, individual visits for top learners and grade 11 and 12 visits at more than 350 schools. This programme was coordinated with the other two campuses. Evidence of its success was that the goals set in the enrolment plan were met, and more than a third of the students who enrolled received merit bursaries.

The Ikateleng project is one of the most successful programmes for Grade 12 learners of its kind in the country. This project aims to improve the overall examination results of historically disadvantaged learners through additional classes in Science, Mathematics and English, thus making tertiary education accessible to them. In 2014, this project was run at eight venues from April to September and involved 2 500 learners.

The eight venues are situated in four provinces, namely North-West, Gauteng, Free State and Northern Cape. The project is solely financed by outside sponsors. Some 81,32% of the learners in the programme achieved university exemption. The average pass rate was 94%, which was substantially higher than the national and provincial average for Grade 12 learners.



POSTGRADUATE STUDENT RECRUITMENT

Campus representatives attended two postgraduate fairs in Belgium and England. This generated a large number of inquiries about master's and doctoral studies. An international recruitment company was appointed to recruit international students and this led to a marked increase in the number of visitors to the campus's postgraduate web pages.

The Potchefstroom Campus held its first open day for postgraduate students. It was so successful that it has become an annual event on the university calendar. The event went hand in hand with an aggressive postgraduate recruitment and advertising campaign in South Africa and Southern African Development Community (SADC) countries, supported by supplements in the Mail & Guardian and various other national newspapers.

DISTANCE-LEARNING STUDENT RECRUITMENT

Marketing of 10 distance learning programmes, specifically Nursing and Theology, was delegated to the department for the first time during the first quarter of 2014. Seed money was allocated to establish a division within the department, and immediate results were achieved in the form of strong growth in student numbers. It is foreseen that more programmes will be added during 2015.

PROMOTIONS

More than 60 events were held all over the country to promote the university's brand among prospective students and their parents. These included sports events, leadership training and cultural festivals that more than 100 000 people attended. Events that were presented on campus were the National Biathlon, Swimming and Cross Country championships and a Campus to Campus cycling tour which attracted 7 000 spectators.

One of the main events was the international NWU Athletics Championships, which was presented in collaboration with SASOL; 1 000 athletes and 5 000 spectators attended. The campus also hosted a national athletic coaching conference in collaboration with Athletics South Africa, which all athletic federations in South Africa attended.

The following promotion days were held on campus: a Campus Mini Open Day for Grade 12 learners in the surrounding areas of Potchefstroom (2 000 attendees), the annual Campus Open Day (9 000 attendees) and an Accounting and BMI open day for learners and teachers (600 attendees).

Approximately 200 senior learners and teachers from surrounding schools were selected to explore the multimedia EXPLOSIONS exhibition hosted by the Faculties of Engineering and Natural Sciences, where recent research and innovations were displayed.

The Potchefstroom Campus was involved in the Aardklop National Arts Festival (136 000 visitors). Most of the art productions were hosted on the Potchefstroom Campus and the Aardklop Festival Grounds were hosted on the university's sports grounds.

MEDIA COVERAGE

2014 was a challenging year for the campus, which received 147.7% more media coverage than in the previous year. Besides a weekly diary of campus events in the local press, 17 media articles were published about the campus' community projects. Radio coverage, largely dominated by expert opinion coverage, stood at 7%, with television at 1%. The largest portion of TV coverage has been on KykNet.

The overall balanced rating (difference between negative and positive opinions in percentage, excluding neutral reporting) shows that the campus had more "good months" than "bad months" throughout the year.

Supplements containing positive information about the campus were published in Mail & Guardian, New Age and Rapport, focusing on the NWU's research and community involvement. Overall, print and online media showed a similar share of coverage. A new initiative, the Mail & Guardian Africa Newsroom web page, was established where the NWU had the opportunity to publish any research news on this site.



A new electronic newsroom as a subdomain on the newly implemented Drupal 7 system was developed for all three campuses with great success. Currently this newsroom receives more than 5 000 individual hits per week. The electronic newsroom is also linked to the social media platforms. The campus Facebook receives up to 40 000 hits per month and the alumni Facebook 3 000 hits per month. In collaboration with the Mafikeng and Vaal campuses, virtual tours of all three campuses are now available for prospective students. In addition to the prospective student virtual tour, the Potchefstroom Campus also has a tour available for postgraduate students.

The overall coverage of debated issues regarding the campus showed the impact of two dominating issues for 2014: transformation and sport. The use of expert opinions of academic staff on news of the day topics also affected overall awareness about the university.

ALUMNI AFFAIRS

The Alumni Office had a busy year and contact was made with a number of alumni. A total of 14 gatherings were held in 2014, including six residence reunions. One of the highlights was the Potchefstroom Campus Rector's farewell event to all departing students on campus in front of the main building. More than 800 final-year students attended this function. Another highlight was the reunion of first-year students from the class of 1964 (50 years ago).

Other alumni gatherings were eight alumni golf days and nine alumni wine tastings. Four newsletters were sent out to more than 10 000 active alumni.

At the NWU Alumni Rewards, the Potchefstroom Campus honoured two alumni, namely Advocate Jan Henning and Prof Piet Stoker.

VAALE TRIANGLE CAMPUS

In October 2013, the Department of Marketing and Communication on the Vaal Triangle Campus conducted a survey amongst its student population to find out where its students were coming from, among other things. The results, which informed the 2014 marketing and student recruitment plan, revealed that 60% of participants come from the Gauteng area and 20% from the Northern Free State; the remaining 20% is shared among KwaZulu-Natal, Eastern Cape, North-West, Limpopo and Mpumalanga provinces. In addition to the survey, data with feeder schools was used to segment the districts and schools that were to be visited as part of the marketing and recruitment programme in 2014.

Over 216 school visits were made to market the Vaal Triangle Campus's academic programmes. Campus marketers participated in over 116 exhibitions, including mini-exhibitions to raise awareness about the qualifications offered. A total of 23 parents meetings were attended and the aim was to advise learners and parents on the importance of correct subject combinations to ensure that the learners will be able to qualify to study at a university. In addition, the marketers participated in other activities with the aim of building brand awareness. These activities – 34 in total – included sponsoring various sporting activities and attending winter classes and camps.

The Vaal Triangle Campus Open Day took place on 17 May 2014 and more than 3 000 learners attended. The event is growing each year and is proving its value in sharing information about academic programmes, support services and student life with parents and learners.

Several faculty specific recruitment initiatives took place such as the annual Geexpo in conjunction with the School of Information Technology. The purpose of Geexpo is to show potential students the fun and importance of Mathematics and IT. During this event the annual Practical Assessment Task (PAT) Competition for IT learners in Grades 10 to 12 took place, and the Grade 12 winner received a three-year bursary to study IT within the Faculty of Economic Sciences and IT. Another important element of the day was the Maths Olympiad, which saw 52 students taking part.

The Sasol TechnoX Expo took place from 11 to 15 August 2014 and offered the campus recruitment opportunities and valuable brand exposure. This venture represented collaboration between the Department of Marketing and



Communication and the Faculty of Economic Sciences and Information Technology. A total of 20 023 students visited TechnoX.

A Principals' Luncheon was held on 4 June 2014 in the Free State's Thabo Mofutsanyana District, which is one of the top-performing educational districts in the country. The event targeted the district officials and principals from the area, and sought to market the campus's programmes and attract more students with bursaries from the Free State Provincial Department of Education.

A Life Orientation Educators Workshop took place on 19 June 2014. A total of 63 Life Orientation educators attended the workshop, which was followed by a mini-exhibition.

2014 marked the 10th anniversary the NWU and the campus initiated various campaigns in honour of this, including a joint birthday gala celebration with the Vaal University of Technology, the Vanderbijlpark Business Chamber and the Vaalweekblad newspaper in September, a sport lecture featuring Dr Danny Jordaan (SAFA), on education and sports in nation building, and the Rector's dinner with the Mayors in the Sedibeng District (including Emfuleni, Fezile Dabi, Midvaal).

7.3.4 ENSURING LEGAL AND REGULATORY RESPONSIVENESS

The NWU has grown into one of the largest higher education institutions in the country and this growth, coupled with the demanding legislative and regulatory environment in which the higher-education environment finds itself, has underscored the value of sound in-house legal services. During 2014, legal input was required to conclude contracts and cooperation agreements with international partners, in addition, legal services were requested in regard to the ongoing review and interpretation of policies, to combat plagiarism and to engage in litigation on behalf of the university,

LEGAL ASPECTS OF COLLABORATIVE AGREEMENTS

As the university's international profile has grown, so has the number of collaborative agreements with institutions beyond South Africa's borders. In 2014, there were 161 contracts with international institutions on register, compared to 88 in 2013.

Some of the agreements signed during 2014 have broken new ground for the university's international portfolio. An example was the comprehensive Consortium Agreement with five foreign universities for the joint presentation of doctoral degrees in Law. To be known as the EDOLAD, this programme will in time lead to joint supervision agreements with individual candidates from all participating institutions.

Legal services also worked closely with the Unit for Open Distance Learning (UODL) in negotiating a collaboration agreement between the NWU and the Botswana College of Distance and Open Learning (BODOCOL), which is aimed at the delivery of certain academic programmes by way of distance learning. Similarly, the UODL concluded a memorandum of understanding with the Bindura University of Science Education of Zimbabwe. The parties aim to collaborate in promoting science and mathematics teacher education programmes and in enhancing teacher education through virtual and open distance learning delivery.

The university continued to be involved in the Namibian-South African bid to locate the new Cherenkov Telescope Array (CTA) at a Namibian site. A member of Legal Services has been involved as the NRF representative on the bid.

Rugby and health sciences were the subjects of other legal contracts.

The Leopards Rugby Union and the NWU-Pukke Rugby Institute negotiated and drafted a high-level cooperation agreement on professional training for university rugby, especially in preparation for the Varsity Cup competition.

Legal Services also rendered professional assistance to the Faculty of Health Sciences with contracts to enable certain schools and units to conduct clinical training in healthcare institutions in accordance with the regulatory requirements of the Health Professions Council of South Africa. Negotiations were also conducted with the Council for Scientific and Industrial Research (CSIR) on a research cooperation agreement between the faculty and the CSIR, which would provide the funding.



POLICIES AND RULES

Conflict of interest was a focal point of 2014 when the impact of Section 34 of the Higher Education Act became particularly apparent. Legal Services was called upon to advise the NWU Council, Management and Internal Audit on business activities of both council members and employees that might be in conflict with the prohibitive provisions of the Act. A related initiative was an in-depth review of the NWU Policy on Conflict of Interest.

The interpretation of certain provisions of the university's Financial Rules on tuition fee rebates for staff members and their dependents has led to disputes in some cases. Legal Services assisted Financial Administration to revise these rules to promote clarity and avoid disputes.

PLAGIARISM AND STUDENT-RELATED LEGAL MATTERS

Plagiarism has become a major problem in the academia and Legal Services had to advise the Institutional Management Committee on several serious instances of alleged plagiarism on postgraduate level during the year. To address the problem, the department initiated awareness programmes for master's and doctoral candidates on plagiarism, copyright and intellectual property.

A senior member of Legal Services oversaw and coordinated the proceedings of the independent task team appointed to investigate and report on certain initiation practices during the reception and introduction programme for first-year students at the beginning of the 2014 academic year. The department also advised on legal implications for the university emanating from the investigation and the eventual report to the Minister of Higher Education.

LITIGATION

The most important High Court action involving the NWU in 2014 was the ongoing litigation involving the transfer of academic credits between institutions within the context of the Common Statute, NWU's academic rules and applicable government policies.

The constitutionality of the current status of transferring credits is being challenged and the outcome of the litigation will affect the entire higher education sector, which is represented by Higher Education South Africa (HESA) in the court action. The Department of Higher Education and Training (DHET) and several other role players are also involved in the matter. The hearing, which had been postponed on several previous occasions, ought to be concluded during 2015.

Other substantive legal matters dealt with in 2014 were as follows:

- The use of certain university trademarks by BestMed and ASG was agreed on, resulting in substantial media exposure for the NWU.
- CText on the Potchefstroom Campus established a legal entity under the name of VivA, which will be the proprietor of a Virtual Institute for Afrikaans.
- A constitution was drafted for the Vaal Campus Community Radio station so that it could apply to the licensing authority, ICASA, for a license
- An initiative was started to ensure that all teaching-learning contracts with outside parties comply with the regulatory requirements of the Department of Higher Education and Training.
- The Vice-Rector of the University of Stellenbosch invited the NWU's Director of Legal Services to serve on a panel of experts evaluating its Legal Services department. The Deans and Presidents of the Albany and the New York University Law Schools also invited the Director to attend a four-day colloquium and workshop in the USA, entitled: "Constitutional Rights, Judicial Independence and the Transition to Democracy: Twenty years of South African Constitutionalism".

7.3.5 FINANCE MANAGEMENT

FINANCIAL OVERVIEW

The NWU's consistently stable financial position flows from a commitment to constant improvement, effective risk management and ongoing investments in systems that enhance financial planning, cash flow management, financial management and effective internal control.



In 2014, the university completed preparations for the biggest financial system change since 2006, when all three campuses and the institutional office adopted an integrated financial system. The imminent switch to the Quali Financial System (KFS), due to be fully functional early in January 2015, have many advantages for the university, such as:

- Improved alignment of financial processes and procedures to the financial policies of the university
- a higher level of financial control by line managers
- considerably less paperwork in completing financial transactions
- the knowledge and capacity to support and enhance the system in-house which implies shorter turnaround times for requests and changes to the systems
- improvement in configurability and agility of the system
- containment of costs previously incurred by utilising external consultants and licence fees
- cost savings associated with Vendor software cost
- improvement of international and national collaboration and alignment

During 2014, in preparation for the switch-over, approximately 800 finance end-users were trained by identified super-users on the campuses.

Another key initiative that is gearing the NWU for the future is the Optimisation of the Financial Management and Administration Function (FinOps-project), the implementation of which commenced in 2013 and continued throughout 2014. FinOps, will enhance the competitive advantage of the NWU as a whole by decreasing relevant risk to the point where it optimises performance and compliance.

FINANCIAL PLANNING AND BUDGETING

Each year, the NWU strives to improve the budget process by taking into consideration feedback from all role players. This approach was again followed with the 2014 budget, when Finances compiled the target by using norms and ratios and used risk abatement plans to manage the 2014 budget deficit on subsidy and tuition fee income. The financial viability model, which is used to review the cost-effectiveness of academic programmes, modules, schools, faculties and other units, was updated. Improvements were made to the personnel cost budget information, training modules and overall communication during the budget process.

To promote better planning, Finance monitored and reported on the spending of strategic funds, began formulating a new cost recovery model, and ensured that there would be integration between the IDU budgeting and reporting tool and the new Quali Financial System.

COST MANAGEMENT

Preparations for the implementation of KFS made it necessary to revise some financial and procurement procedures to ensure alignment with the new system. These procedures, which support the Financial Policy and the Procurement Policy, were duly revised in 2014.

In the case of procurement, the NWU has a centralised management structure that provides control and coordination without inhibiting the ability of the campuses and institutional office to make sound purchasing decisions. The emphasis is on ensuring the best value for money, meeting high ethical standards and obtaining goods and services from B-BBEE qualified suppliers whose qualified B-BBEE contribution exceeds 75%.

The university is experiencing an increase in attempted fraud and continually tested its internal control systems to ensure that only bona fide payments are processed. The implementation of the new financial system will be of great value in helping to prevent and detect fraud or attempted fraud.

Existing control mechanisms include centralised control over assets, procurement and the university's bank accounts. The use and administration of the university's 37 bank accounts, including an account with the Bank of America for the receipt of grants, is also centrally controlled. Payments are done via only two of these accounts and the remaining 35 accounts only have deposit facilities.



All assets with a value exceeding R3 000 are recorded in the Fixed Assets Register and the physical existence of these assets is constantly monitored.

There was an increase of 16,51% in the number of employees paid during 2014 against employees paid for 2013. The total salary bill grew by 11,40% compared to 2013. Owing to the final testing of KFS, the December 2014 pay run had to be finalised earlier than usual, and employees received their salaries on 13 December 2014.

FINANCIAL REPORTING

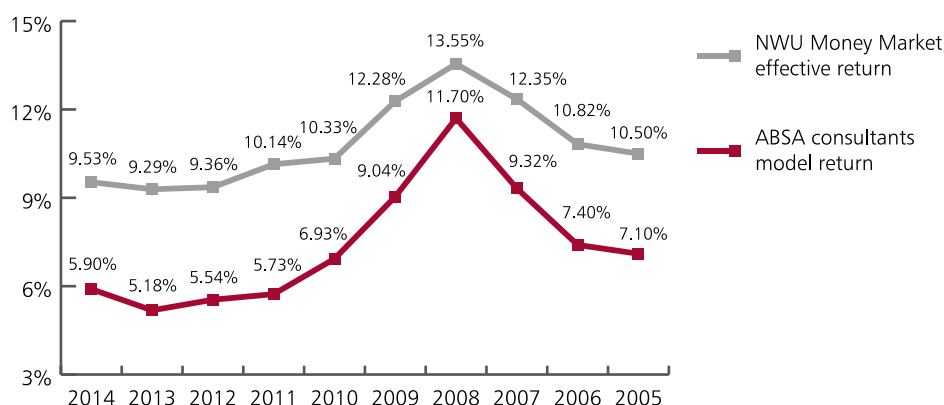
The annual financial statements were prepared in accordance with International Financial Reporting Standards (IFRS) and within the regulations in terms of section 41(2) of the Higher Education Act of 1997 as amended. The annual financial statements, as audited by KPMG, were again delivered timeously for approval by the Audit, Risk and Compliance Committee and the NWU Council in June 2014. Excellent results were achieved while the Kuali Financial System implementation project was running parallel.

Quarterly management statements and the necessary information were provided to senior management for decision-making purposes.

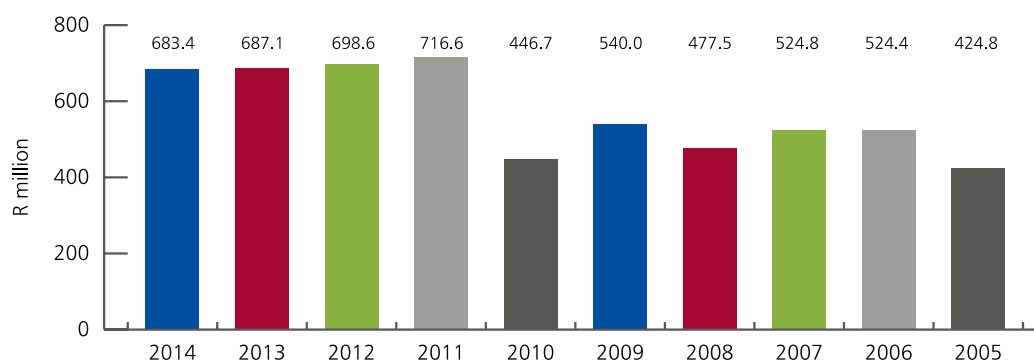
MONEY MARKET

The investment performance of the NWU money market portfolio, measured by calculating the time-weighted rate of return, once again outperformed the Alexander Forbes Short-term Fixed-interest-bearing Index (STEFI), which was used in compiling the model portfolio for benchmarking purposes.

RETURN ON INVESTMENT



NWU MONEY MARKET VALUE AT 31 DECEMBER



TAX

The greatest tax risk (apart from financial) for a university is reputational risk in the event of non-compliance. During 2014, in line with the Tax Administration Act, the NWU developed a tax strategy and an ethical code to address the risks of non-compliance. Some of the focus points were tax clearance certificates, PAYE and VAT, tax risk audits, tax directives, the annual financial statements of the NWU and the completion and submission of the university's annual tax return. Other pertinent issues were the tax treatment of independent contractors. The disclosure and taxability of fringe benefits such as studies, accommodation and travel allowances were evaluated to ensure that all fringe benefits were accounted for on IRP5 certificates and correctly taxed.

7.3.6 INTERNAL AUDIT

Internal Audit is an independent, objective assurance and consulting service department. It is responsible for evaluating the effectiveness of governance, internal controls, compliance and risk management, and also conducts special investigations into reported irregularities and fraud-related matters.

Internal Audit reports functionally to the Audit, Risk and Compliance Committee and administratively to the Institutional Registrar. The previous reporting line was to the Executive Director: Finance and Facilities. The change in the reporting line was due to recommendations to improve the independence and objectivity of the internal audit function. These recommendations were made in the external independent annual quality assessment and internal quality assessments.

As part of its normal audit activities, Internal Audit reported and followed up major control deficiencies in the implementation of recommendations and action plans to improve the control environment. Audit activities were based on the identification of high-risk areas identified and reported in the NWU risk register.

Apart from performing activities in accordance with the risk-based Internal Audit Plan, Internal Audit assisted and supported various compliance activities and was involved in improving the risk management processes within the university.

Internal Audit assisted with and was closely involved in the initiative to establish a Higher Education Internal Audit and Forensic Forum. The first higher education conference will be hosted by KPMG in 2015.

Various special investigations were performed. The unit investigated alleged irregularities that were reported via the reporting boxes and different internal structures, and that came to light through the monitoring reviews that are continually conducted.

In line with the recommendations of the quality assessment on internal audit and the King III requirements, the process of appointing IT auditors to conduct more relevant IT-related audits received high priority.

Two fraud prevention sessions were held for employees on the Mafikeng and Vaal Triangle Campuses. Two members of Internal Audit completed formal accredited courses in Commercial Forensic Law and Forensic Information Technology.

The external auditors place high reliance on the work performed by Internal Audit, which undergoes annual quality assessment by an independent internal team. An independent external quality assessment on Internal Audit was conducted during 2010 in line with the international standards for professional practice of the Institute of Internal Audit, as required every five years.

7.3.7 QUALITY MANAGEMENT

One of the strategic quality goals for 2014 was to continue attending to the feedback from the Higher Education Quality Committee (HEQC) Quality Audit of 2009. Although the NWU Council approved a comprehensive feedback report at the end of November 2013, the Council on Higher Education (CHE) was still of the opinion that some aspects needed attention. The



CEO of the CHE visited the Vice-Chancellor and an agreement was reached to provide further feedback to the HEQC in 2015.

In June 2014, the first aligned external programme evaluation of an academic programme took place at the NWU. This programme, the BEdHons: Learner Support, is presented on all three campuses as well as via distance education. The evaluation panel commended the university with its facilities and the positive attitude of the lecturers they met. The panel expressed understanding for the NWU's complexities, especially the physical distances between campuses. The result was very positive; the panel found that the BEdHons programme met the minimum standards on all three campuses and via distance education.

Various external evaluations were conducted on the **Mafikeng Campus**. These included the subject Physics, as well as the following programmes: BCom Marketing Management, BCom Transport Economics, BCom Logistics Management, BCom Human Resource Management, BAdmin (Human Resource Management) and BAdmin (Industrial Psychology). A follow-up evaluation was conducted for BAdmin and BCom (Management).

Also on the Mafikeng Campus, some external evaluations were combined with those conducted by external bodies and included panel members from the South African Board for People Practices (SABPP). These programmes received accreditation until 2019. The Professional Board for Psychology of the Health Professions Council of South Africa conducted a re-accreditation visit of the MSoc Sc (Clinical Psychology) and accreditation was granted for two years.

On the **Potchefstroom Campus** a comprehensive external evaluation was conducted of four MSc Business Mathematics and Informatics (BMI) programmes, namely Quantitative Risk Management, Financial Mathematics; Business Analytics and Risk Analytics. For the first time during an external evaluation, the Quality Office and the evaluating panel held an industry visit, specifically to Barclays in Johannesburg, to meet with NWU alumni. The panel received positive feedback during this visit about how the programmes had prepared the students for the workplace.

In addition, the South African Council for Planners evaluated and accredited B Art et Sci (Planning) programme from the Faculty of Natural Sciences. The South African Nursing Council also sent a delegation to the School of Nursing Science to evaluate nursing-related degree and diploma programmes. The SABPP evaluated all programmes in its ambit and granted accreditation from undergraduate to doctoral level until 2019. This accreditation includes the joint offering with the Vaal Triangle Campus of the master's degree in Industrial Psychology.

On the **Vaal Triangle Campus**, a final follow-up evaluation was conducted for the subject History.

During 2014, a total of 31 external scholars and seven panelists employed in industry participated in external programme evaluations. International scholars who participated, represented countries such as the Netherlands, Nigeria and the United Kingdom. Some of the foreign scholars on the panels also participated in local conference proceedings, colloquia, workshops, and staff and student training sessions.

In support of quality awareness and general efficiency and effectiveness, the university continued with the project to update all faculty quality manuals. As part of this, all faculty-specific processes that emanate from legislative frameworks were documented.

QUALITY AT SUPPORT DEPARTMENTS

Twenty quality manuals of support departments were redeveloped and updated. Support departments conducted six self-evaluations, each of which included an improvement plan outlining their action plans for quality improvement.

Six soft reviews were also conducted. The departments involved were Protection Services (Vaal Triangle Campus), Record Management and Administration (Institutional Office), Management Information (Institutional Office), Interpreting Services (Potchefstroom Campus), Archives and Museum (Institutional Office) and Student Affairs (Vaal Triangle Campus). Panel members came from the University of Stellenbosch, University of Johannesburg, University of Cape Town, South-African Translation Institute, UNISA, COR Concepts, Nelson Mandela Metropolitan University and the University of KwaZulu-Natal.



One of the self-evaluations resulted in a comprehensive peer evaluation, namely at Human Capital (Institutional Office and the three campuses). Panel members included representatives from the Virginia Polytechnic Institute and State University in the USA, the Council for Scientific and Industrial Research, Durban University of Technology, University of Johannesburg, University of the Free State, John Snow Inc, the Institute for People Management and the SABPP.

In support of the quality drive for support departments, the NWU held the third annual quality indaba on 28 October 2014, focusing on "Ethics on quality of work and quality of life".

OTHER QUALITY INITIATIVES

Staff members from the Quality Office participated in the annual higher education benchmarking event, hosted by the Nelson Mandela Metropolitan University in Port Elizabeth during February 2014. The theme was "The scholarship of quality enhancement".

The NWU also attended the annual Association of Commonwealth Universities Strategic Management Programme, where the topics discussed included ethical governance and quality management and student support.

Several processes owned by the Institutional Quality Office were redeveloped, consulted on with stakeholders, documented and implemented. All quality-related processes are incorporated into the Quality Manual of the Institutional Quality Office and are available on the staff intranet.

Together with all the other public universities, the NWU submitted its institutional submission for the Quality Enhancement Project (QEP) to the CHE at the beginning of September 2014 and conducted a presentation at an INKUNDLA that was arranged by the CHE. During 2015, the CHE will hold various national and regional consultations to discuss important perspectives that the QEP provides on student success, and to consider how to promote sector-wide collaboration in addressing common challenges.

7.3.8 GOVERNANCE AND SECRETARIAT SERVICES

Ensuring compliance with legislative and statutory requirements is an important function, as is the task of enabling clean and transparent corporate governance. To this end, the Institutional Registrar works closely with Council, Senate, Institutional Forum, Institutional Management and all these bodies' substructures. This includes providing an effective meeting administration service and adhering to timeframes and decision-making protocol and procedures.

Among the highlights and main activities of the year were:

- Governance and Secretariat Services supported the Institutional Registrar and Search Committee of Council with the intricate process of appointing a new Mafikeng Campus Rector in terms of the Statute and Rules for the appointment of Senior Managers. This appointment was effective from 1 April 2014.
- Council and Senate were assisted in calling for nominations for honorary awards, leading to the approval of one honorary doctorate and four Chancellor's Medals.
- A successful induction session was held for newly designated Council members on 17 November 2014. During this session, the chairperson and deputy chairperson of Council and the Vice-Chancellor briefed members about their roles and responsibilities in terms of the Higher Education Act, 1997, the Statute of the North-West University, the 2009 King Code on Governance Principles (King III) and the Code of Conduct for NWU Council members. New Council members were informed about the standard processes and internal arrangements for the business of Council.
- The Vice-Chancellor and Council were assisted with the successful election of a new Council chairperson and deputy chairperson as from 17 November 2014.
- Governance and Secretariat Services assisted the university's governance structures with the required processes and coordinated elections to fill vacancies in Council and its committees, as well as those in Senate and the Institutional Forum.
- Activities and meetings of structures at institutional level were scheduled for inclusion in the 2014 institutional almanac. A solid effort was made towards raising awareness in all structures to move towards electronic meetings.



7.3.9 ADMINISTERING INSTITUTIONAL FUNCTIONS AND RECORDS MANAGEMENT

In 2014, the Records Management department continued to implement a records management programme to enhance the quality, reliability and accuracy of the NWU's records:

- The department facilitated formal records management training for NWU staff members through an accredited training provider. Six sessions were conducted and more than 150 staff members who deal directly with records management attended.
- It continued to provide basic records management information at the Institutional Course for New Lecturers (ICNL) where basic records management principles for teaching-learning are introduced.
- A presentation called "Records Management as managerial function" was presented at the New Manager's Orientation Programme on two occasions.
- Records management ensured that ephemeral records served their retention period safely and securely at an off-site location. Record owners were assisted in transferring their records to this facility, and also to destroy the records once the retention period had been served. Four faculties and three support departments are currently making use of these facilities.
- The scanning of the contracts of the Legal Office in order to establish a comprehensive contract register at the university, commenced and the project is well under way.
- The NWU file plan was reviewed and certain file series were updated to reflect the records produced in business processes.
- A leaflet containing crucial records management information was designed and distributed in February 2014.

An information governance workshop for senior managers was held on 17 February 2014, with Mr Paul Mullen from COR Concepts speaking about the importance of information governance for good corporate governance. A total of 78 senior managers at the NWU attended. Following this workshop, Mr Mullen facilitated two sessions with senior managers in IT, Teaching-Learning and Research and the Institutional Registrar's office to plan the way forward for proper information governance.

In March 2014, Institutional Management approved a new process for electronic records management and 300 staff members across the university were nominated as records management representatives in their areas of responsibility. Records Management visited them all individually to inform them about all important records management aspects, as well as the Protection of Personal Information Act, Promotion of Access to Information Act and the Consumer Protection Act. Eight faculty visits were conducted, reaching over 100 staff members in academic schools. In support departments, 29 visits were conducted at the Institutional Office and 25 on the Potchefstroom Campus. In 2015, the team will visit the Vaal Triangle and Mafikeng campuses.

7.3.10 INSTITUTIONAL ADMINISTRATIVE AND COMPLIANCE PROCESSES

Institutional administrative and compliance processes also received attention.

The NWU Annual Report 2013 was submitted to the Department of Higher Education and Training on 30 June 2014. A process explanation served before Institutional Management in August 2014, together with a flow diagram of the process giving in important dates in the process. New reporting regulations have been applied in this annual report. A request for supplementary annual report data was received in August and the supplementary data provided on 26 August 2014. Council approved the framework for the institutional calendar in June 2014.

Due to resignations, six new ex officio commissioners of oaths had to be appointed. There were 78 ex officio commissioners across the NWU at the end of 2014.

For the 2013/14 reporting year of the Promotion of Access to Information Act (PAIA), 29 formal PAIA requests were administered, compared to 16 in the previous year. The Section 32 report was delivered to the South African Human Rights Commission on 7 April 2014. An electronic PAIA request system was introduced from July 2014 at the cost of R29 700. At



the same time, the university launched an awareness campaign about PAIA and the new way of dealing with requests for access to information, especially in the light of the new Protection of Personal Information (POPI) Act 4 of 2013.

During February 2014, a workshop on information management touched on the importance of being ready for POPI. In June 2014 the Institutional Registrar tabled a POPI plan at Institutional Management, and in September 2014 the POPI task team for the NWU (with representatives from across the university) met for the first time. Various practical issues were addressed and highlighted.

The General Academic Rules of the NWU were revised to comply with POPI specifications. Students were informed of their rights in terms of POPI and that during the 2015 registration period they would have an opportunity to make a choice about the provision of their personal information. The PAIA system will from January 2015 also make provision for POPI regulations, enabling data subjects to ask questions about their personal information held by the NWU and receiving the opportunity to update personal information. Various departments were assisted in preparing for POPI, including Financial Income and Debtors, Financial Support, Human Capital and Protections Services.

Awareness about the Consumer Protection Act was done through individual visits, as well as information provided during the ICNL course and the records management courses.

A HESA Consumer Protection Act questionnaire was completed and sent to HESA in September 2014.

7.3.11 ARCHIVES AND MUSEUM MANAGEMENT

The university's Archives and Museums continue to be an important resource for students, faculty, administrators, visiting scholars and members of the public. The Institutional Archives and Museum received and attended to a record number of 473 inquiries and 1 344 visits to the museum during 2014.

A major accomplishment of the year was the successful completion of a soft review by the Quality Office and external panelists from tertiary institutions. The positive comments and recommendations received will motivate the staff to strive for higher heights.

With the appointment of a permanent photo archivist, progress has been made with the acquisition, sorting and indexing of the photographs in preparation for the photo database. The photographic collections were extensively used in several publications during 2014.

Specialised reference and training services were provided in various areas of expertise. The museum provided practical training for students studying Heritage and Cultural Tourism Management. Students working on the Vaal Triangle Campus's South African Water History Archival Repository (SAHWAR) digital project received internal training under staff supervision.

The Institutional Archives continued with its digital initiative in collaboration with the History subject group and the Ferdinand Postma Library. A special collection, covering a period in the history of South Africa from 1936 to 1952 was digitised for long-term preservation and accessibility. It includes photographs, books and newspapers (8 793 scanned) accessible through a database. Researchers throughout the world have already accessed these records.

The Mafikeng Campus Archive acquired scanning equipment to start with their digital projects.

The minutes of meetings of the Vaal Triangle Management Committee from 2002 to 2008 were consolidated and bound, and staff members have been encouraged to make further transfers to the Campus Archives.

7.3.12 MANAGEMENT INFORMATION SYSTEMS (MIS)

In 2014 Management Information Services (MIS) focused on streamlining and improving the Management Information Services environment. The main goal was to establish a solid foundation for the shift from simply distributing data to



providing insightful information that aids strategic decision-making processes.

During 2014, MIS completed all HEMIS submissions on or before the due dates. The data warehouse was refined to give even better HEMIS staff information that takes cognisance of staff transfers between organisational units. Additional data integrity and validity tests were added to the data warehouse to ensure trustworthy data.

MIS provided and checked data for the Annual Report 2014, added time sheet information to the data warehouse, and completed a streamlined staff HEMIS process that includes the processing of time sheets. Previously, this was done manually. Furthermore, the department rendered professional assistance with subsidy calculations and block grant divisions, as well as with the submission of Category B qualifications for the Higher Education Qualifications Sub-Framework (HEQSF) project. MIS also completed the annual tuition fee calculations.

7.3.13 STUDENT ADMINISTRATIVE SYSTEMS

The department of Student Administrative Systems (SAS) develops and maintains systems for student administration and trains university staff to use them. Varsity Student System (VSS) developments undertaken in 2014 entailed automating processes, making quality data and reports available, improving user experience and limiting user errors.

The delivery of online environments and electronic communication with students was a priority, thus reducing the NWU's carbon footprint and operating costs, and providing a quick and secure communication channel and service delivery. Changes were made to incorporate the new requirements of the Protection of Personal Information Act.

7.3.14 INSTITUTIONAL LANGUAGE DIRECTORATE

The Educational Interpreting (EI) services in the Institutional Language Directorate completed its tenth year of service delivery at the NWU. It grew from a modest 23 periods of interpreting per week to approximately 1 800 periods per week and has been instrumental in the implementation of similar services at a number of other educational institutions across the country, most prominently at Stellenbosch University. Spoken language EI, in addition to sign language EI, which has a long-established existence world-wide, has thus firmly positioned itself as a medium of instruction option.

The NWU's EI service also received a favourable quality management audit report after an external evaluation by a panel of highly regarded professionals in the field.

Through EI and other services provided by the Institutional Language Directorate, especially translation of study materials, it contributed towards the fulfillment of the NWU's mission elements relating to transformation. In this regard, the directorate continued to assist with the implementation of the functionally multilingual language policy of the university to achieve the following:

- enhance access (for both students and lecturers) and success (as testified to by the success of many of the students studying via EI)
- account for the language demography and preferences of each campus in the policy for tuition
- account for the parameters of language distribution and needs, niche markets and infrastructural capacity in the language policy for tuition
- enhance the quality of education at the NWU through the language services provided
- position the NWU as a leader in functionally multilingual language policies in the tertiary education sector
- contribute to the professional development of language practitioners.

7.3.15 TECHNOLOGY TRANSFER AND INNOVATION SUPPORT

Prof Deon de Beer commenced duties as Chief Director: Technology Transfer and Innovation Support on 1 March 2014. In addition, four senior commercialisation officers were appointed with funding received from the Department of Science and Technology (DST), through the National Intellectual Property Management Office (NIPMO).



A team of senior European Union ambassadors and Councillors visited the NWU to meet with the NWU's executive management. Following an invitation from the Austrian Ambassador, preparations were made for a university delegation to visit Austrian companies that may be interested in investing in a high-altitude engine test facility at the NWU.

As per an agreement reached with the Vaal University of Technology (VUT), Prof de Beer continued to be involved in the management of his externally funded projects, for which the NWU received payment from the VUT (handled as external income). An amount of R528 960 was received for management services rendered in 2014. A new agreement would have to be negotiated for future involvement, if any.

HEALTH OF THE IP PORTFOLIO

The NWU's intellectual property (IP) portfolio is in a very healthy state, but will need continual support to remain an asset to the university. At present, there are 53 RSA-patented inventions in the IP portfolio, of which 21 are registered in a total of 47 countries. For 2014, seven new disclosures were made, from which four provisional patent registration applications followed. One new RSA patent has already been granted, together with one international patent.

Owing to high registration and maintenance costs, the NWU constantly reviews older patents, five of which were terminated during 2014.

The Technology Transfer and Innovation Support office remains committed to finding commercialisation opportunities, and at this point, the NWU receives the highest subsidy (both in total and as a percentage of funds spent) from the National Intellectual Property Management Office (NIPMO). During 2014 an amount of R2 171 664 was received as subsidy for expenditure in 2013. Submissions and audits have been completed for the 2014 expenditure, and the outcome of the approved subsidy for 2014 is awaited.

Three new licensing agreements were concluded during 2014, bringing the total number of active licencing agreements to 19. These yielded a gross income of R1 440 408 from product sales based on own IP, in addition to a royalty income of R854 355 (representing cumulative income of R2 294 763 based on IP and royalties). Should the anticipated NIPMO subsidy realise (50% of expenditure on patent registration), the NWU will soon reach the point where income from IP exceeds the costs of establishing IP. This would place the NWU in a very strategic position for the future.

There was no change in the status of spin-off companies during 2014, and further spin-off companies received attention.

SEED FUNDING SUCCESSES

Seed funding for commercialisation is a top priority and the Technology Transfer and Innovation Support office has assisted faculties in compiling 20 grant applications with a total value of approximately R250 million.

Successes to date include the following:

- The Technology and Innovation Agency (TIA) awarded seed funding of R2 644 000 towards the commercialisation of seven NWU research projects.
- After a successful High-end Infrastructure application to the Department of Science and Technology, R9 933 251 was received for the Vivarium (part of the PCDDP, in the Faculty of Health Sciences, Potchefstroom Campus).
- The NWU was informed that the proposal for a North West Regional Innovation Hub was approved, for approximately R6 million per tranche. More than one tranche may be received in any given year.
- Funding of R125 000 was received from NIPMO and the DST to market three NWU patents at the Innovation Bridge, to be held at the CSIR.
- A learning unit from Nutrition was commercialised and the tablet-based application was licensed to the retailer Clicks for training of floor staff. An amount of R311 020 was received for the first year, with further licence fees to follow.
- Approval was received for the NWU to participate in a multi-disciplinary advanced manufacturing project to be funded by the DST. An amount of R5 755 590 was approved.
- An amount of R250 000 was awarded through the TIA Technopreneurship programme.



- A first project for collaboration with Loughborough University in the United Kingdom was approved under the newly established Newton Fund (£ 12 000.00).

In another innovation highlight, the Ambixtra ignition system partnership agreement was successfully concluded with the Industrial Development Corporation (IDC). The IDC agreed to invest R15 000 000 in the commercialisation of the ignition system, for which they will own 40% shares in Ambixtra. The NWU also owns 40% shares, while the Triumph Venture Capital Fund owns 10% and the two entrepreneurs who invented the system own 5% each.

The office also made a significant contribution to the legal process within the innovation and commercialisation value chain. This resulted in the drafting of 36 collaboration agreements, 24 non-disclosure agreements, eight service level agreements, 15 licence agreements, six research collaboration agreements, 13 memoranda of agreement and nine memoranda of understanding, as well as one project agreement, one relationship agreement, one supplier agreement, and one intermediary manufacture and supply agreement.

7.3.16 COMMUNITY ENGAGEMENT

STRATEGY AND POLICY

The NWU's community engagement strategy emphasises trans-disciplinary development projects that are sustainable and have measurable impact. Such projects should be aligned with the Millennium Development Goals, the National Development Plan and local Integrated Development Plans (IDP).

For the past two years, the university has been working towards the development of an optimal community engagement policy to guide the implementation of the strategy. This university-wide process has included the involvement of outside experts and a soft review by the NWU Institutional Quality Assurance Office, with the assistance of Prof George de Lange from Nelson Mandela Metropolitan University (NMMU).

The process continued in January 2014 when an NWU delegation comprising the campus vice-rectors who manage community engagement and the institutional director visited the University of Stellenbosch to study their structures for the management of community engagement. The group also visited the NMMU on 9 June 2014.

This work culminated in the compilation of a vision and mission and strategy with specific goals to use for the planning of the NWU re-visioning process for community engagement. Two documents were prepared to inform the thinking for the strategic planning processes, one for community engagement and another for integrated reporting.

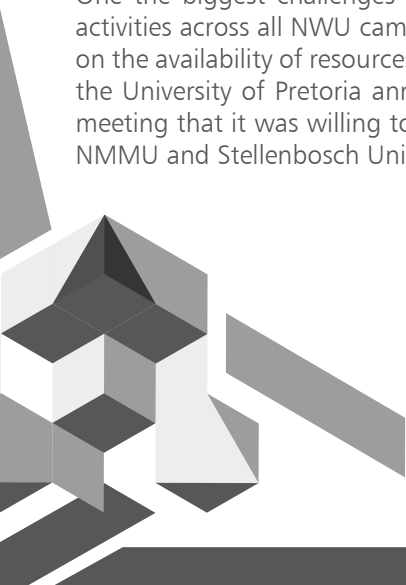
WORK-INTEGRATED LEARNING AND COMMUNITY ENGAGEMENT

Introducing an element of work-integrated learning (WIL) or service-learning into community engagement has long been favoured by many universities in South Africa. This aspect of community engagement has not been as formally structured at the NWU for a variety of reasons, but does occur in some faculties where the fields of study lend themselves to the inclusion of WIL in the curriculum. On the Potchefstroom Campus, approximately 15 800 students are involved in WIL projects.

The close link between community engagement and WIL has resulted in the inclusion of the director of Community Engagement in the activities of the Institutional Committee for Teaching and Learning (ICTL), which is responsible for developing policy on WIL and service learning.

COMMUNITY ENGAGEMENT DATABASE

One of the biggest challenges has been compiling a consolidated, up-to-date database of all community engagement activities across all NWU campuses. The reason is that the approximately 200 projects vary from year to year depending on the availability of resources. The process of developing an effective database took a step forward in March 2014 when the University of Pretoria announced at a South African Higher Education Community Engagement Forum (SAHECEF) meeting that it was willing to share their well-developed database for community engagement projects with the NWU. NMMU and Stellenbosch University have also shared their approaches to their databases with the NWU.



To eliminate duplication of data and keep costs down, the Community Engagement office decided to collaborate with the NWU Institutional Advancement and Alumni committee, which is already using a KIDZ Africa product. It has subsequently been confirmed that this would be a workable and cost-effective solution. The project will be completed in 2015.

PARTNERSHIPS CONTRIBUTING TO SOCIAL TRANSFORMATION

The Community Engagement office initiated, facilitated or supported an extensive programme of community engagement partnerships during 2014. Here is a brief summary of some of these activities.

- The NWU in partnership with the local Potch-Tlokwe Chamber of Commerce and a non-governmental organisation called IDUC, launched a rape awareness campaign in Potchefstroom. The Africa Unit for Trans disciplinary Health Research in Potchefstroom offered to facilitate training and provide gowns for rape victims.
- Bana ba Kae and IDUC used NWU venues for community workshops to assist rape victims and influence behaviour among men, also partnering with the Touch Africa Development Trust.
- Lafarge contracted the NWU to assist with impact research. The aim was to document and analyse programmes by the Lafarge Education and Lafarge Community Trusts in the Bodibe community in the North West Province.
- The CSI project for Sun City, aimed at determining the needs and assets of communities in which Sun City employees live, was successfully completed. A follow-up phase was also undertaken to work with groups from the communities that participated in the project.
- Following up on a 2013 study the NWU completed the first phase of a research project for Impala Platinum Mine in Rustenburg in October and November 2014. This entailed investigating workers' living conditions and housing needs. A second, qualitative phase of this project is also planned for February 2015.
- In partnership with the Touching Africa Development Trust, the NWU co-hosted a gala event on 3 September 2014 to showcase some of the NWU's community partnership projects.
- The Forum for Continuous Community Development (FCCD) held a NGO consultation workshop on skills and training needs required by NGOs in the province. A 'train-the-trainers' workshop was then held for field workers of the Siyafunda partnership programme, which provides free ICT training for communities.
- The NWU participated in two projects of Anglo Gold Ashanti, namely City of Matlosana Enterprise Development Centre and the Wes Wits Agricultural Projects in partnership with Food and Trees for Africa in Carletonville. This partnership has volunteering and service learning opportunities for students.
- A partnership was formed between the NWU's Unit for Environmental Sciences and Management and South African National Parks. The plan is to establish a long-term trans-disciplinary research programme at the unit and to conduct research annually in South Africa's national parks. In November 2014, a preliminary survey was conducted in and around the Mokala National Park to inform and guide activities involving community partnerships.
- The NWU Community Development Trust facilitated three different learnerships for the Dr Kenneth Kaunda Resource Centre. These are a CATHSETA sports administration learnership for 16 learners, a hospitality and accommodation learnership for seven learners and food and beverage learnership for six learners. All the learners are on track to graduate in March 2015.

COMMUNITY ENGAGEMENT AWARDS

In 2014, the NWU again held the annual Vice-Chancellor's Awards for Excellence in Community Engagement.

Six projects were recognised:

- The Father-a-Nation project and Psychology Community project of Dr Karen van der Merwe of the, Department of Psychology, School of Behavioural Sciences, Vaal Triangle Campus. This mentoring programme in the Bophelong township in Vanderbijlpark in Gauteng aims to train and manage mentors who are involved with orphans and vulnerable male and female children.
- The Khazimula Pathways to Resilience project of Prof Linda Theron of Optentia in the Faculty of Humanities, Vaal Triangle Campus. Essentially, Khazimula teaches that vulnerable youths do well in life when they have access to informal contextual and relational support that encourages youth to dream, do, and connect. In June 2014, the value that Khazimula has for South African communities was recognised when it was nominated as a finalist in the 2013/14 NSTF-BHP Billiton Awards for excellence in science, engineering, technology and innovation.



- The Potchefstroom and Mafikeng Campus Law Clinic, with Mr Schalk Meyer as Director. The Law Clinic offers training, free legal aid services, community outreach, capacity building programmes and advisory services. It sees more than 3 000 clients a year and makes hundreds of appearances in the Magistrate's Court and Regional Court.
- The Fezile Dabi Teachers project of Mrs Beitske van der Niet, Mrs Annatjie Stander, Mr André Swart and Mrs Olive Stumke of the School of Accounting Sciences, Faculty of Economic Sciences and Information Technology, Vaal Triangle Campus. The team is assisting 30 accounting teachers from Fezile Dabi district to improve their knowledge of governance, cost accounting and management accounting.
- The Crossroads Community project of Dr Myrtle Erasmus and Dr Elsabé Wessels from the Faculty of Education and Training, Mafikeng Campus. This project provides training and support to practitioners at 30 early childhood development centres in Mahikeng and Mmabatho and is contributing holistically to the school readiness of children.
- The Local Space Global Place project of Ms Karen Puren of Urban and Regional Planning in the Faculty of Natural Sciences, Potchefstroom Campus. The project identifies upgrades and transforms local public spaces (identified by communities) in Tlokwe Local Municipality. It brings together researchers from the natural and social sciences and the humanities.

TRAINING, WORKSHOPS, CONFERENCES AND PUBLICATIONS

Representatives from the Community Engagement office represented the university at a wide range of workshops, seminars and conferences in South Africa and further afield. These included the IST Africa Conference in Mauritius in May 2014 and SAHECEF Seminar 4 held at the University of Cape Town in April 2014 to discuss the White Paper for Post-School Education, the National Development Plan Vision 2030, and the future of university community engagement.

Members of Community Engagement also presented papers and seminars. Dr Hendri Coetzee trained student volunteers at PUK Radio on how to enter a community to conduct asset-based needs assessments. Mrs Bibi Bouwman, Community Engagement Director, presented a paper at the community engagement round table held at the Vaal University of Technology in June 2014. She was also part of a double blind peer review of a book that will be published by Sun Media Bloemfontein on knowledge enablement.

In addition, team members published four articles in peer-reviewed, accredited journals, and three more articles were accepted for publication during 2015.

INVOLVEMENT IN FORUMS AND OTHER PLATFORMS

The NWU's Director of Community Engagement represents the university on the board of the South African Higher Education Community Engagement Forum (SAHECEF) and is a member of the executive committee, handling marketing and communication. She was re-elected as a member of the steering committee for the fifth year and is now the longest-standing member of the executive committee since its conception in 2010. The NWU also hosts the SAHECEF web site (www.sahecef.ac.za), which the Director of Community Engagement administers.

The NWU Community Development Trust, whose role is to invest in sustainable projects, experienced an increase in B-BBEE scorecard donations and community engagement contracts during 2014. Total income for the year came to R1 395 901,20.

Donations paid to the Trust are for projects under its auspices, such as Mosaic SA, which supports families looking after orphans affected by HIV and Aids, the X20 programme in Ikageng and the Dr Kenneth Kaunda Resource Centre.

Mosaic SA is a partner of the NWU. It has undergone a due diligence and has a trustee on the NWU Community Development Trust, Mr Conradie. The organisation has built 22 houses for families that take care of Aids-affected orphans, and also runs two B-BBEE enterprises that produce baked goods, leather bags and knitwear – some for export to the United States and Europe.

The X20 programme in Ikageng has secured approximately R500 000 for socio-economic development and enterprise development from B-BBEE scorecard contributors. The trust administered the funds for a 12% fee.

The Dr Kenneth Kaunda Resource Centre (DRKKRC) is a virtual empowerment centre that enables the placement of computer training facilities in Ikageng, Itsoseng, Madibogo and Zeerust through the Trust's partnership with Siyafunda.



The NWU Community Development Trust facilitated the building of a house in Wolmaransstad for Mrs Sannah Makhoang, whose son, Thabang, died tragically in a drowning accident on the Potchefstroom Campus at the beginning of 2013. The house was completed and handed over to Mrs Makhoang on 10 February 2014.

ENVIRONMENTAL SUSTAINABILITY

The NWU has adopted King III reporting processes for all its activities, including community engagement, sustainable development and environmental compliance.

The university has been dealing with environmental issues in a structured, systematic way since conducting its first environmental legal compliance audit, the final report of which was released in February 2013. The subsequent changes and initiatives recommended and implemented have already had a positive effect on the management of waste and dangerous products across all campuses.

The Institutional Green Campus Committee (IGCC) is now well established. It draws its members from the Centre for Environmental Management, the institutional infrastructure and planning department, health and safety, staff wellness and all three campuses. They coordinate an extensive array of green campus initiatives, such as the “Find-a lift” initiative that the Potchefstroom Campus initiated to give staff and students a safe platform for making shared travel arrangements. Find-a-lift has since become a university-wide initiative.

Each campus has invested R300 000 in recycling programmes and electricity saving campaigns, and the institutional infrastructure development department is installing water monitoring meters on all main inlets so that water consumption can be tracked more accurately.

Two campuses submitted reports on environmental issues in 2014, the Potchefstroom and Vaal Triangle campuses.

Some highlights from the Potchefstroom Campus’s “Go green” activities for 2014 follow.

- The NWU became the first South African university to operate a bio diesel production plant when the campus started using recycled oil from cafeterias and dining halls to produce bio diesel. The university is evaluating the quality of the bio diesel output and, if found to be an effective source of energy, once implemented, it will be used to help power the campus when the electricity grid is offline.
- Energy-saving lights and shower heads were installed in buildings, and the new Life Sciences building was designed on green principles.
- In 2014 the Potchefstroom Campus launched the Green Innovation Competition for the first time, together with the Institutional Office. This helps to identify students that have potential to develop new ideas and/or concepts in the sustainability sphere. The 2014 winner was Mr Themba Khethane from the Bio-energy research group on his idea for hydro treatment of waste grease.
- The We Care cat project is a neuter, tag and release project for the campus’s colony of feral cats. The project is done in cooperation with the SPCA and Animal Handling, and volunteers look after 10 feeding stations around the campus. So far, more than 200 cats have been sterilised.
- Campus management meetings are paperless and most marketing material has been converted to digital. The Ferdinand Postma Library is providing more and more digital books and articles.
- The campus, together with UCT, is each home to one of the Centres for Hydrogen South Africa. The capability to store wind or solar power in fuel cells has already been developed. Unlike when using fossil fuels to generate energy, there are no emissions when using hydrogen.
- The Campus SRC runs community engagement projects that are environmentally friendly, such as the Recycling and Swap Shop project, which teaches school learners about the importance of recycling. Learners can exchange recyclable material for tokens, which can be used to buy stationery, toiletries, sports equipment or sweets.
- Other community engagement projects with an environmental angle are the Trolley project with the Potch-Tlokwe Chamber of Commerce, the Engineering Faculty’s Solar Car, and PUMP, a PUKfm radio project to help keep Potchefstroom and its surrounding communities clean.



- Campus grounds are irrigated from dams on the premises; approximately 80% of the water in these dams is grey water.

Here are some highlights of the Vaal Triangle Campus's Go Green activities of 2014:

- To promote Earth Hour on 29 March 2014, the Green Campus Initiative joined forces with a student organisation called Saving the Environment by Working Together (SEWT) to promote the event. A competition was held among the residences to win the title of Earth Hour Ambassadors.
- Ahead of the general election in May 2014, the campus held a pre-election clean-up campaign. Students cleaned up the litter at a polling both in Sebokeng on 6 May, then visited local homes to speak to residents about how families could help keep their township clean. They followed up with a post-poll clean-up on 8 May.
- The campus celebrated Arbor Week from 1 to 7 September by planting four indigenous trees: *Combretum erythrollyllum* (Bushriver Willow), *Rhus lancea* (Black Karee), *Buddleja salvifolia* (Wild Sage Wood) and *Olea Europaea Subsp. Africana* (Wild olive).
- On National Heritage Day on 24 September, the campus launched the Keep it clean project and announced the eight finalists of the Green art competition, held to encourage students to use their artistic talents to promote environmental issues.
- Excursions were arranged to Eskom and Rand Water to raise students' awareness of the importance of saving power and water.
- On 14 October, an expert on environmental management, Prof Kobus van der Walt, visited the campus to give an "Environmental perspective 2014".
- The Wildlife Hike initiative was launched and the first hike was held on 29 August 2014 to identify the campus's biodiversity and identify potential threats to the environment. Two issues were identified: a collapsing fence and building rubble near areas where deer graze.

These developments show that an environmental consciousness is taking root at the NWU. The next challenge for the university is to develop a sustainability strategy which complies to the guidelines of integrated reporting with focused efforts to address keys challenges and the materiality of such a report.

7.3.17 SUSTAINABILITY

CORPORATE SOCIAL INVESTMENT

At this point in the development of Corporate Social Investment (CSI) in South Africa, CSI commitments are voluntary. At the end of the day, however, social investment – and more importantly, nation building – is not just about helping disadvantaged people and communities and promoting social justice. It is also about investing in organisations (businesses and universities) so that they become more sustainable, strengthening the economy and training responsible citizens and social entrepreneurs who take the task of self-empowerment and self-reliance seriously.

Many corporations have committed themselves to CSI objectives and subscribe to or associate themselves with frameworks such as the JSE's Socially Responsible Investment Index, the United Nations' Millennium Development Goals, the G4 Global Compact, the guidelines of the Global Reporting Initiative and the International Integrated Reporting Framework. In South Africa, voluntary CSI is encouraged by the reporting guidelines of the Integrated Reporting Committee of South Africa, a function of the Institute of Directors, also informally known as the "King Committee".

When it comes to CSI and integrated reporting, the position of universities is less clear-cut than is the case with corporations, as the next section explains.

INTEGRATED REPORTING: ADOPTING A REPORTING FRAMEWORK

Adopting a reporting framework is challenging, but can make all the difference when it is used as a management tool that monitors and measures triple-bottom line performance of the organisation, and not just reporting on the organisation's social investments. This process entails setting goals, gathering data, monitoring performance and making



the data public, all of which is much easier said than done. Becoming more sustainable often means making changes to a number of aspects of a university's business. This in turn calls for a keen understanding of the diverse and durable income streams that can contribute to sound strategic planning and financial management.

In 2014 the NWU attempted to report on some of its triple-bottom-line activities, and although many goals are not yet fully accomplished due to a lack of resources and capacity, the university is slowly moving forward.

OUR SOCIO-ECONOMIC IMPACT

Its socio-economic impact evaluation is an example of the kind of challenges involved. The impact evaluation process was planned for November 2014, and would have entailed appointing students who are part of the "meal-a-day programme" to act as field workers. The year-end exams were too close for them to do the survey and it also became clear that a more stringent ethics clearance protocol would have to be followed before the study could commence. This is because all community engagement projects must have clearance from the research ethics committee, which has long turnaround times due to heavy demands on its services.

Additionally, defining what kind of impact to measure has not been fully agreed upon. The correct interpretation of impact can only be determined using log-frame methodology, which goes beyond the number of people trained or assisted by the NWU in its community projects. True impact can only be achieved when the people who received the training or assistance, change their own behaviour as a result.

An impact evaluation looks at the deeper, long-term changes that have resulted from a programme. This type of evaluation, could, suggest that the changes to the lives of skills training participants were observable over time and were perhaps transferred across generations. While certain outcomes can be easily and reliably measured, impact measurement is very difficult. In its truest sense, impact measurement often involves using independent evaluators (which could be costly), establishing control groups or baselines and measuring change over extended periods. The tangible results may take years to emerge.

The NWU will conduct a baseline study on the perceived impact of its campuses in 2015, and will attempt to establish its direct economic impact by requesting a postgraduate programme to conduct the relevant research on this topic. In this report, covering 2014, it is only possible to report on the information that is available, which can by no means be considered sufficient to gauge the university's impact.

Beyond the everyday challenges of throughput rates and transformation targets, the university hopes that the incremental changes in the curriculum, as well as awareness and outreach programmes, will contribute to change. After all, the future of everyone associated with the university is entirely wrapped up in the future of the country and its people.

INCLUSIVITY OF STAKEHOLDERS

Globally, strong emphasis is currently being placed on reporting on material issues in integrated reports. This means that such a report will have to contain information that stakeholders are interested in hearing more of and not only reports perceived to be important from the side of the reporting party, meaning the university.

The NWU completed a stakeholder engagement study in November 2013. This study's findings were still relevant for the 2014 report. The purpose of the study was to determine stakeholders' views of the relative importance of, among others, the economic, environmental and social aspects of integrated reporting.

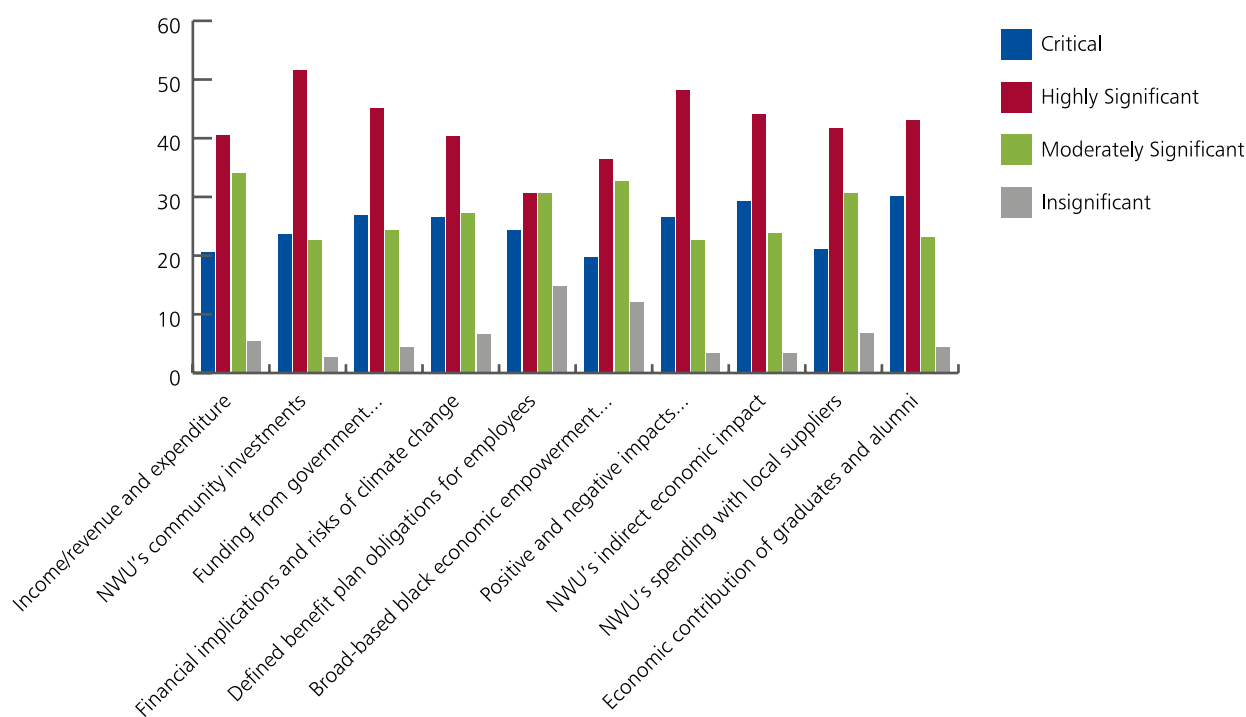
A total of 4 045 respondents participated in the research. The group, whose ages ranged from 18 to 78 years, was represented proportionally: students accounted for 35,6%, staff for 35,4%, alumni for 17,6%, private sector partners for 3,9%, local businesses (neighbours) for 3,6% and parents for 2,7%.

Overall, there were negligible variances in what respondents viewed as the most significant aspect of integrated reporting (economic, environmental or social).



The main findings of this study are summarised below.

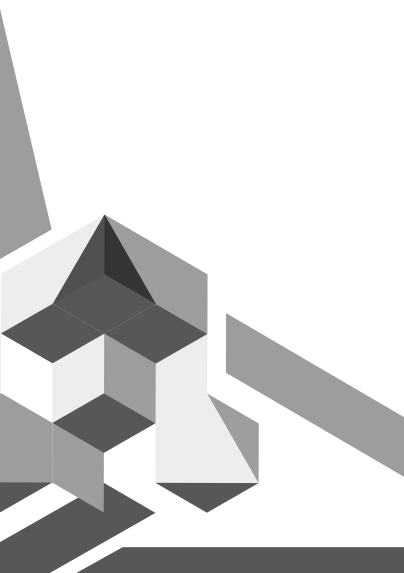
ECONOMIC ASPECTS



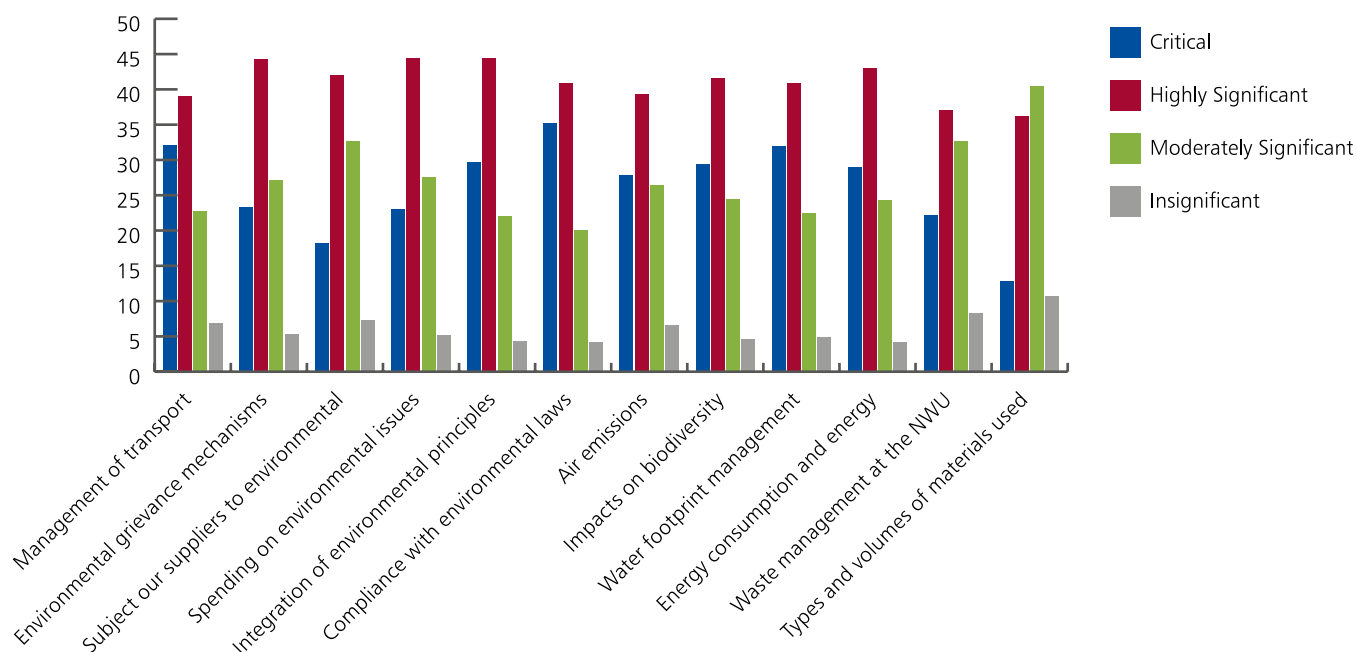
Taking into account the frequency of support in the category “highly significant”, it seems that respondents are mostly interested in learning more about the NWU’s investment in the community, followed by infrastructure investments and community support, the funding the NWU receives from government, the NWU’s indirect economic impact, contributions from graduates and alumni, spend with local service providers, revenue and expenditure, the financial implications of and risks associated with climate change, black economic empowerment rating and performance and, in the final instance, the defined benefit pension plan obligations towards employees.

The three aspects that attained the highest percentages (thus being regarded as of critical importance) are the economic contributions made by graduates and alumni, the financial implications of and risks associated with climate change and the indirect economic impact of the NWU.

The three aspects that attained the lowest percentages (thus regarded as less significant) included obligations in terms of the defined benefit plan, black economic empowerment ratings and performance and the NWU’s spend with local service providers.



ENVIRONMENTAL ASPECTS



Most respondents want to know more about the NWU's management of transport. In order of significance, they also want to know more about the mechanisms for lodging environmental grievances, followed by the environmental principles and skills subscribed to and the NWU's practices for subjecting suppliers to environmental assessments.

It further seems that most respondents wanted to know more (again ranging from high to low) about the mechanisms the NWU puts at the disposal of staff and students to lodge environmental grievances, followed by the environmental principles and skills applied scribed to and the NWU's practices in terms of environmental assessments of suppliers.

Other priorities for stakeholders were:

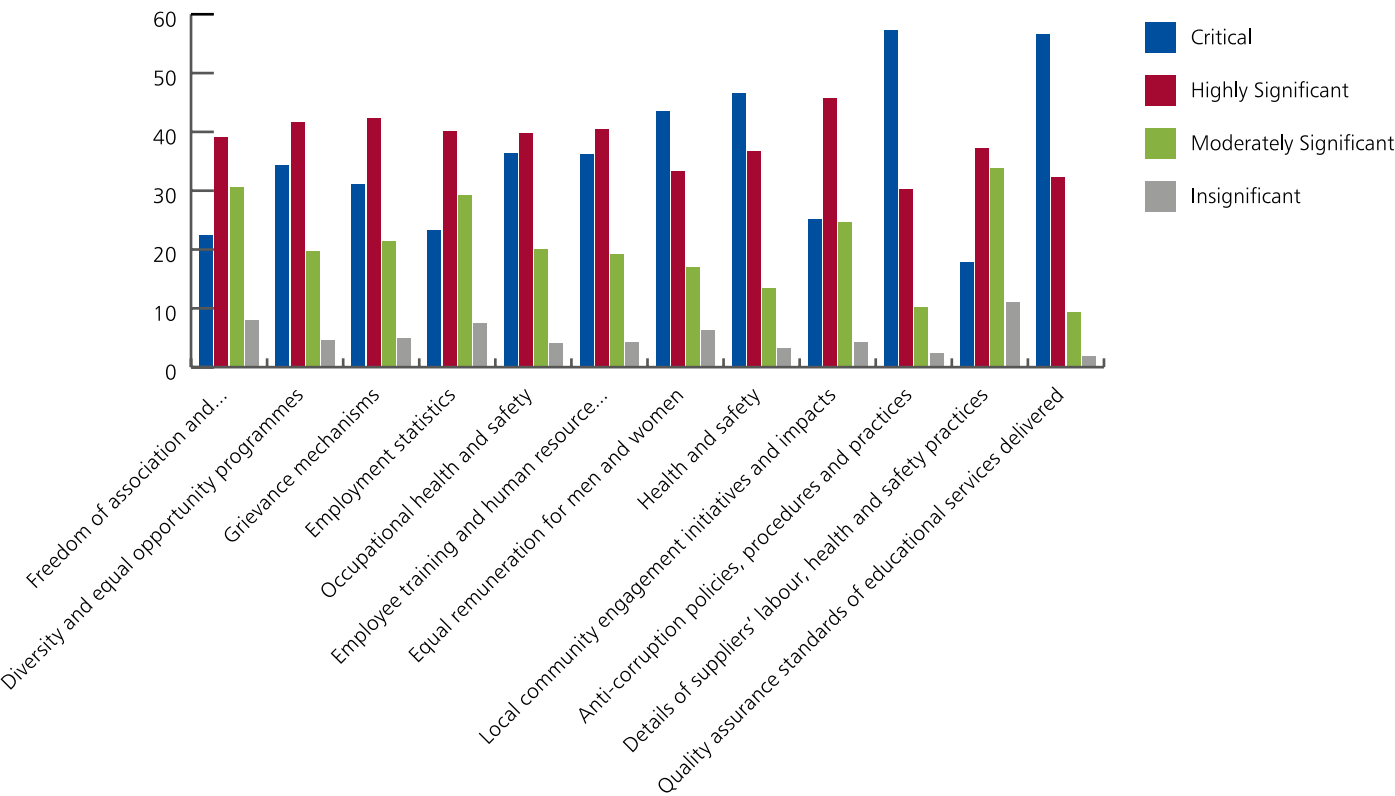
- the NWU's energy consumption and energy efficiency initiatives, its impact on biodiversity, compliance with environmental laws and regulations, and management of air emissions, water consumption and transport
- the type and volume of materials generated by the NWU
- the standards the institution upholds to ensure the quality of educational services.



Included in the three top-scoring environmental elements were compliance with environmental laws and regulations, and the management of the NWU’s water footprint.

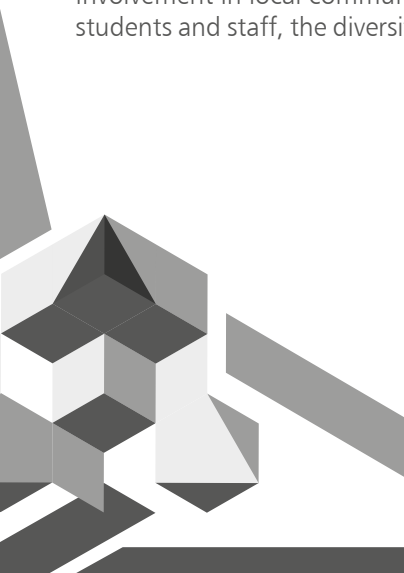
Based on the weighting awarded in the category “not significant”, it seems that the elements attaining the lowest scores were the volume of materials consumed by the NWU, suppliers’ compliance with or participation in environmental assessments, and the management of transport. It should be borne in mind, however, that the majority of respondents regarded all three of these elements as highly significant, with only the management of transport being eliminated from the top three in the category “critically important”.

SOCIAL ASPECTS



Under the social aspects, the most critical issue is the NWU’s anti-corruption policies, procedures and practices, followed by quality assurance standards of educational services, health and safety of staff and students, and equal pay for men and women.

Involvement in local community initiatives performed the best, followed by the grievance mechanisms made available to students and staff, the diversity and equal opportunity programmes for students and staff, staff training and development



programmes, compliance with occupational health and safety regulations, employment statistics, staff's right to freedom of association and collective bargaining on wages, suppliers' labour, health and safety practices, equal pay for men and women, and the policies, procedures and practices followed to counter corruption.

The three elements that achieved the highest percentage under "insignificant" include service providers' labour, health and safety practices, freedom of association and collective negotiations for staff, and employment statistics.

In all cases, it is advisable to place more emphasis on the aspects that the participants considered critical and less on those they consider insignificant. However, comparison between the three aspects (economic, environmental and social) showed that all of these were generally of equal importance to respondents. Furthermore, no significant differences between the groups (including students, staff, alumni, private sector partners, local businesses and parents) were found. The conclusion is that the use of a single integrated report for the purpose of integrated reporting can be justified.

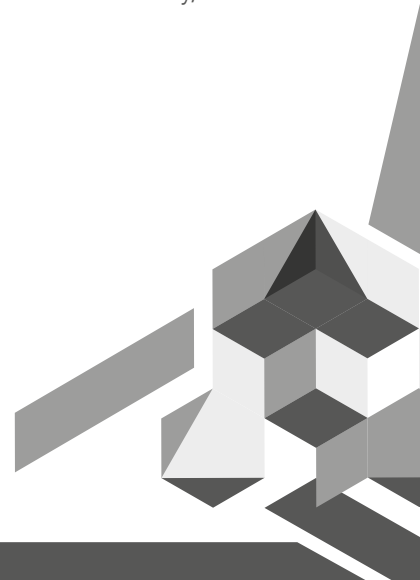
Gathering stakeholder views on an annual basis is costly and a recommendation was made to do stakeholder consultation every two years. The next survey will thus be completed by the end of 2015. With a view to achieving a logical flow in the reporting of findings in future, especially the relative importance assigned to an issue, the NWU will set out the report according to the preferences of its stakeholders.

As information on many of the relevant topics is not currently captured in the university's databases or management information system, the "2013 Integrated Report of the NWU" was compiled from available data and mention was made of the steps being taken to phase in the aspects that were not available for the reporting period. Many of these processes are still not in place due to a lack of capacity or resources. However, integrated reporting is a journey and the NWU envisages making incremental improvements in sustainability reporting.

A workshop to train internal stakeholders to capture data for the integrated report was held in February 2014. The facilitator was Dr Joël Houdet from Integrated Sustainability Services, who is also partnering with the Potchefstroom Business School on a Water Research Council project, as well as with Prof Klaus Kellner on a survey in Mierl the Northern Cape.

The Community Engagement Office attended the launch of an impact assessment tool, which was designed by Next Generation Consultants to determine community development impact and quantify return on investment. The tool will be used in determining the impact of community engagement projects of the NWU, as well as to evaluate excellence in community engagement. Innovation, fairness and collaboration.

Interaction with industry occurs within a variety of activities of the NWU, which includes contract research and innovation and CSI partnerships. Industry is an important stakeholder and partner of the university as a potential employer of its students, as a research and innovation partner, and as a co-contributor to several community engagement activities. For example, the university has partnered with Sun City and Lafarge to ensure sustainable and effective utilisation of CSI funding. In teaching and learning, the NWU regularly engages with a variety of business partners for work integrated learning (WIL). The reports from the different angles such as teaching and learning, research and innovation and community engagement reflect the NWU's relations and interactions with industry, as does the contribution of NWU alumni in the public and private sector.



7.3.18 INTERNATIONALISATION

GENERAL

Internationalisation is increasingly being embraced as a means to reposition the NWU in the international academic arena. The number of joint programmes has increased, as has the number of international students and the number of countries represented. According to the 2014 figures, the university had 3 678 international students from 64 countries, including 343 doctoral candidates.

To make it easier for international students to travel to and reside in South Africa for academic or research purposes, NWU made inputs to the Department of Home Affairs to propose changes to the Immigration Act.

The internationalisation website was upgraded to include three portals for NWU staff, NWU students and international students, respectively. All policies, procedures, immigration requirements and admission requirements are available on these portals, as is useful information about Erasmus Mundus scholarships and other international study awards.

The international office on the Potchefstroom campus was upgraded to provide a more professional, aesthetically pleasing and ergonomic office for day visitors. Similar plans are being developed for the other campuses.

INTERNATIONAL EVENTS AND RECOGNITION

During the reporting year, the NWU received a number of high-level international visits from bodies such as the World Trade Organisation (WTO) and the European Union.

In mid-September 2014, Prof Wilma Viviers of the Faculty of Economic and Management Sciences on the Potchefstroom Campus was awarded a prestigious WTO Chair. In this capacity, she will help strengthen knowledge and understanding of the trading system among academics, citizens and policy makers in the North-West Province and South Africa. At the official launch of the Chair, the NWU and the WTO signed a memorandum of understanding.

Between 16-17 September 2014, Mr Brutus Malada and his European Union (EU) delegation arrived on the Potchefstroom Campus to host a workshop which explained the Erasmus Mundus Scholarship mechanism to interested academics, postgraduates and third-year students of the NWU.

Many international dignitaries attended the launch of the WTO Chair and took part in discussions, hosted by Prof Dan Kgwadi, Vice-Chancellor of the NWU, on the potential for EU collaboration with the NWU and the North West Province. Among the guests at these events were Mr Faizel Ismail, former South African Ambassador to the WTO, Mr Roeland van de Geer, the EU Ambassador, and Mr David Shark, WTO Deputy Director-General.

Other important international events in which the university participated were:

- the Directors' Forum Meeting of the International Education Association of South Africa (IEASA), held at the University of Pretoria
- the Global Dialogue conference in Port Elizabeth, resulting in the IEASA accepting the tenets of what is now known as the "Nelson Mandela Bay Declaration" on how developing or emerging economies can influence the internationalisation agenda
- the G20 Youth Forum in Garmisch-Partenkirchen, Germany, which a team of 10 academic leaders and scholars from the NWU attended
- the SANORD Symposium 2014, held at Karlstad University in Sweden, the theme of which was "A sustainable future through information technology and welfare development"
- the IEASA 18th annual conference in Johannesburg, where Dr Illyayambwa Mwanawina, a law lecturer at the Vaal Triangle Campus, delivered a paper on regional integration as a means to internationalise higher education
- the commencement meeting of INSPIRE, a project funded by the European Commission within the Erasmus Mundus Partnerships Programme, which grants scholarships to South Africans for studies in Europe and, from 2014, to European students and staff wanting to study or do research at South African universities



- the commencement meeting of EUROSA (which links leading European universities with their South African counterparts), funded by the European Commission within the Erasmus Mundus Partnerships Programme, was held at the Durban University of Technology.

Over and above these events, NWU faculties hosted international guests and delegations from universities and university associations in the United Kingdom, Europe and Asia, either for the purposes of strengthening existing collaborative arrangements or exploring new opportunities for collaboration. These included the University of Glasgow in Scotland, Aalen University and Potsdam University in Germany, Nuffic, the Dutch Association of Universities, Jinan University in China and Hokkaido University in Japan.

AGREEMENTS SIGNED

On 5 February 2014, during the visit of the delegation from Hokkaido University, a memorandum of understanding was signed on academic exchange. This MoU was an extension of the existing relationship between Hokkaido University and the Potchefstroom Campus's School of Biological Sciences and Unit for Environmental Sciences and Management. The signing of the agreement opens the way for staff and research exchange, sharing of academic material and publications, and joint research projects and symposia.

A few weeks later, on 24 February, an MoU was signed with the University of Potsdam in Germany, opening up possibilities for increased joint student exchange and other fields of academic collaboration, mostly in the Natural Sciences.

U-MULTIRANK AUDIT

Prof NPL Allen, in consultation with the institutional IT Management Information team, completed the task of designing and preparing the U-Multirank Audit website in readiness for the loading of audit data. In September and October 2014, the NWU took part in the U-Multirank ranking exercise. For 2015, the disciplines that will be audited include Computer Science and Psychology.

7.3.19 INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT)

The gains from using technology are moving ever closer to the core of the mission of higher education, and the NWU has again strengthened its leadership in the use of technology in higher education. Among a number of firsts, the NWU was the first university outside North America to successfully implement the Quali Financial System, was the lead developer and first university worldwide to implement the Quali Curriculum Management System, and is the South African leader in open source platform adoption.

QUALITY AUDIT

The official report of the external panel that evaluated all IT service departments was made available on 7 August 2014. The report made a number of recommendations for improvement, and an even larger number of commendations for outstanding performance. Most of the recommendations focused on relationship aspects with clients and other stakeholders, for instance improving communications and partnerships. Other recommendations suggested that renewed attention be paid to optimal organisational structures to relieve the perceived imbalances in service delivery in various areas. The strategic planning process of IT and alignment with institutional strategy was also questioned.

IT has responded with a clear framework to develop and execute an improvement plan, assuming that critical resources will be available to implement these improvements.

KUALI FINANCIAL SYSTEM IMPLEMENTATION

IT, in close collaboration with the finance department, enabled the NWU to become the first South African university to successfully implement the Quali Financial System (KFS) to replace the existing vended system from Oracle. KFS is an open source financial system, collaboratively developed by several international universities, and used by institutions such as Cornell University, Indiana University and the University of California. Because it is developed by universities, and for universities, it has a much better functional fit on the higher education business model than commercial



solutions, and will bring about considerable savings.

The KFS implementation project touched more than 70 business processes and required integration with 10 other administrative systems. Integration was completed in a much shorter time and at a much lower cost than the accepted norm, because it was handled through the university's Services Orientated Architecture (SOA) - another strategic first for the NWU in South African higher education.

ICAS SYSTEM IMPLEMENTATION

The 5 890 modules that make up the more than 100 qualifications offered at the NWU, require constant updating to keep them relevant. The modules, as well as any changes to the curricula, must conform to several stringent quality and legal standards set by internal and external certification bodies. Using the traditional paper-based process to handle over 20 update proposals per month became a major challenge. The solution was to introduce an automated system, ICAS (standing for Institutional Curriculum Administration System and not to be confused with the Senate committee with the same acronym). It allows stakeholders to collaborate on a proposed change, shows the potential impact of changes across the institution, and provides an automated workflow process for approving internal and external proposals.

UNIFIED REPORTING ENVIRONMENT

The unified reporting environment collects reporting data from a number of disparate management systems, making it possible to create reports that span several systems. This is a vast improvement over manually collated reports generated by different systems, and gives faster and deeper insight into the data. The first reporting modules for the student administration system were rolled out during 2014, and the financial reporting modules were launched as part of the KFS implementation.

POSTGRADUATE MANAGEMENT PROCESS

During 2014 a start was made with the scope for the administrative postgraduate student process. Over 40 "quick wins" were identified and completed by the end of the year, addressing access and availability of information, reporting and improving existing business functionality. In 2015 the project will focus on the business requirements of the study guidance process and collaboration with study leader(s).

LECTURE CAPTURE

In any modern university, it has become a core capability for lecturers to record their lectures, and use the recordings in a number of ways to enhance the teaching and learning processes. The NWU launched a lecture capture pilot project in 2013 and, over the next 18 months, it proved to be a solid and cost-effective solution. To date, the pilot project has covered three lecture rooms on the Vaal Triangle Campus, four in Potchefstroom and one in Mafikeng.

In close collaboration with interpreting services, the system was enhanced to accept audio tracks in multiple languages. The translated audio track is recorded with the original soundtrack, and students can view the recorded lecture with the language track of their choice. This is another South African first for the NWU, which will present the system at the Opencast Matterhorn Conference in 2015.

EFUNDI LEARNING MANAGEMENT SYSTEM

An investigation into commercially available learning management systems confirmed that eFundi is a world-class open source solution that provides the NWU with substantial and sustainable value, while playing a key role in its blended learning strategy. Several enhancements were made to the eFundi platform, including the delivery of offline content. During 2014, more than 39 000 students accessed the system, peaking at 6 500 concurrent users, and 1 219 staff members built a total of 5 056 sites. The most popular uses were announcements, module-specific resources and assignments.

HIGH PERFORMANCE COMPUTING (HPC)

The central High Performance Compute Cluster, which provides researchers with an extremely powerful processing platform, has undergone several upgrades, of which the most notable was a complete software upgrade. The upgrade brought much-needed features, improved parallel processing capabilities, and enhanced support for the latest and fastest hardware. In a partnership with Physics, additional capacity and Infiniband capabilities were added to the central HPC to support their research needs for the duration of 2014.

INFRASTRUCTURE

The aging cooling and power systems in the main data centre were upgraded to bring them in line with modern efficiency and safety standards, and to cater for current and future needs. The project was successfully completed in collaboration with Physical Infrastructure and Planning, at a total cost of R12 million.

The entire network backbone of the Vaal Triangle Campus was revamped, and 10 new high-capacity routers were

installed. This successfully alleviated the issues with throughput and availability. The routing architecture of the Student PC laboratories on both the Mafikeng and Vaal Triangle campuses was redesigned and overhauled to increase future growth capacity and better cope with the unique demands of the labs.

Areas identified by all campuses as high-priority, received Wi-Fi coverage. The stability issues on the Mafikeng Campus were attended to, and equipment was replaced or upgraded as necessary.

Every on-campus residence is now fully cabled, with a network outlet for every student. The logical design of the residential network on the Potchefstroom campus was substantially revised to better suit its size, increasing the manageability of the network and delivering a notable improvement in the experience of the users.

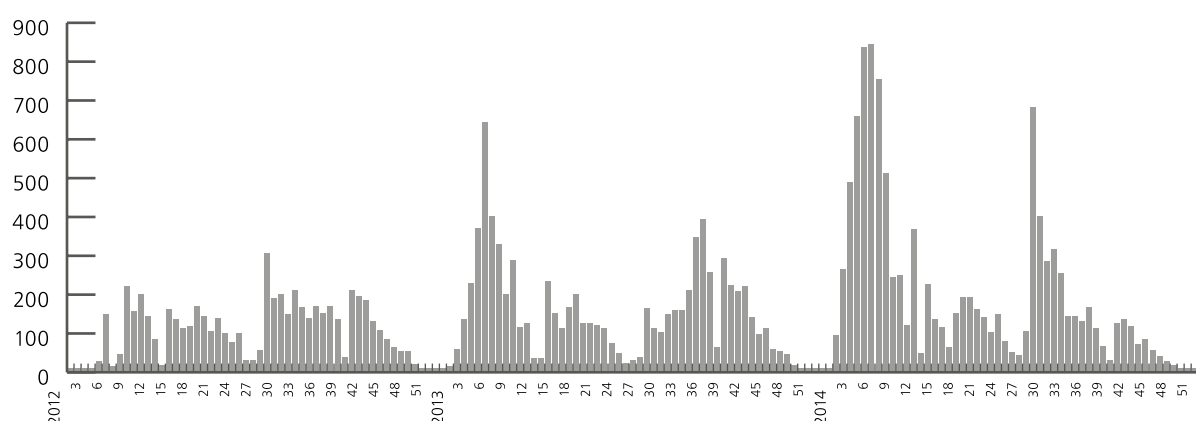
STUDENT COMPUTING FACILITIES

Two new computer laboratories were commissioned on the Mafikeng Campus to improve student access to IT services, and three labs on the Potchefstroom Campus were revamped. Additional high-capacity printers were installed in Mafikeng to improve student printing services. There is a marked increase in the use of PC labs across all campuses, with the highest growth on the Mafikeng Campus (18% more students used the computing facilities compared to 2013).

WALK-IN SUPPORT SERVICES

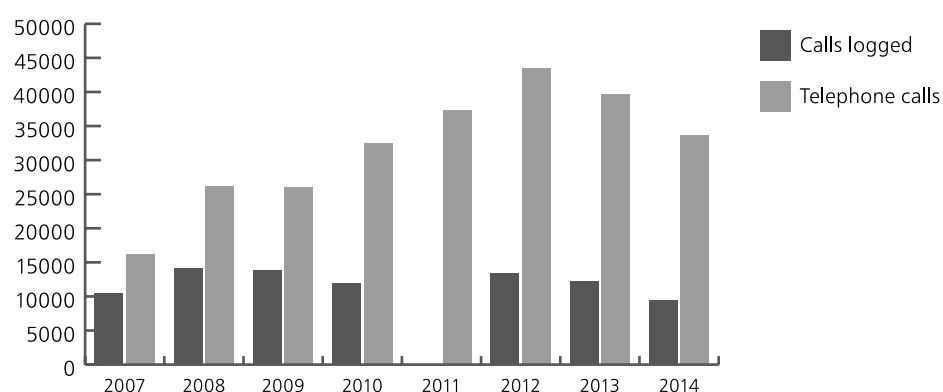
The walk-in support services on all campuses were in high demand, with the number of requests growing by between 40-50% per year. At its busiest, the Potchefstroom service handled more than 800 requests per day, while the Mafikeng service processed 98% of its 20 649 requests within the first day of being reported. Plans to further improve this service include relocating the Mafikeng service to an area more suitable for disabled students.

**Number of incidents 2012-2014
Potch Campus Walk in Service**



END-USER SERVICES

On the Potchefstroom Campus, more than 43 000 IT service requests were logged during 2014. This is less than the 52 000 requests in 2013, and can be ascribed to users being better equipped to help themselves and some of the load being handled by the walk-in services.



NWU MOBILE APP

New tools were added to the NWU mobile app. The most popular tools used by students are results, email, eFundi and the buy tool (especially for airtime). On average the app was accessed about 2 000 times per day and peaked at 6 000 per day.

ECOMMUNICATION

On each campus, at least two eCommunication rooms were fully operational by the end of 2014. Phase two of the project will commence early in 2015. The Connect@NWU is a very popular service and is utilised by hundreds of people just about every day. The old Tandberg video conferencing system will be phased out at the end of January 2015.

CAPITAL EXPENDITURE ON NEW AND UPGRADING PROJECTS IN 2014

The following table gives an overview of the NWU's overall expenditure on infrastructure- and facilities development during the financial year of 2014. This amounts to a total investment of R225,25 million.

		Potchefstroom Campus	Mafikeng Campus	Vaal Triangle Campus	Institutional Office
DHET	Funding 2010-2012	-	R40 436,20	-	-
	Funding 2012-2015	R24 881 197,78	R62 612 374,01	R5 787 186,79	-
Capital Works	New	R54 863 571,23	R4 742 841,95	R8 569 907,59	-
	Upgrade	R32 053 409,51	R1 019 438,56	R2 791 529,35	R460 840,73
Macro Maintenance		R16 325 740,69	R4 409 344,97	R1 270 000,00	R933 292,02
Minor Works		R1 656 167,19	R1 795 731,38	R521 800,24	R97 459,10
Strategic Funds		R420 046,89	-	-	-
		R130 200 133,29	R74 620 167,07	R18 940 423,97	R1 491 591,85

7.3.20 OCCUPATIONAL HEALTH AND SAFETY

Solid progress was made in implementing the NWU occupational health and safety management system, which has six elements and is being rolled out in phases.

In June 2014, the university approved a final report for delivery of occupational health and safety (OHS) services on the Mafikeng and Vaal Triangle campuses. This entailed strengthening the OHS staff complement by approving positions for appointment of a full-time occupational health nursing practitioner and a part-time medical practitioner on the Mafikeng Campus, and appointing a part-time general medical practitioner on the Vaal Triangle Campus, where a full-time registered nurse is also available.

Extensive OHS training was conducted. New employees underwent safety induction as part of the new employee orientation programme, SHE representatives were trained, and selected employees received training in basic fire fighting, level one first aid and safe kitchen operating procedures. Informal contractor training was conducted on construction sites during OHS audits, emphasising health and safety management, the Health and Safety Plan, scaffolding and work at heights.

OHS officers conducted health and safety audits to identify and minimise risks, and External Food Hygiene Audits were conducted in all the kitchens. The status of legal compliance of NWU gas installations were checked as per maintenance schedule for every Campus. Venues used for social or recreational gatherings were certified as safe and suitable for



such events. Student residences were continually monitored for risks and hazards, and safety equipment such as fire extinguishers, hose reels and fire hydrants were tested and checked. The NWU allocated R2 million to address fire risks in office buildings.

7.4 STUDENT AFFAIRS ON CAMPUS

7.4.1 STUDENT GOVERNANCE

During the 2013/2014 term, Mr Jacob Simango from the Vaal Triangle Campus acted as the Rotating Dean for the Institutional Student Representative Council (ISRC), while Dr Karabo Mabe from the Mafikeng Campus will fulfil this function for the 2014/2015 term.

During the 2015 academic year, elected Student Representative Council members from all campuses will attend a leadership workshop.

The ISRC successfully held the annual Intercampus Cultural Day on Saturday, 15 March 2014, where students from all campuses performed live art.

MAFIKENG CAMPUS

The 2013/2014 Campus Student Representative Council (CSRC) embarked on a “Mpone ke go Bone” initiative, which saw Campus Management and the CSRC visiting students at different residences to introduce management and listen to the grievances of students.

Another joint initiative between the CSRC and management was the crime awareness campaign, which also involved the South African Police Service and other stakeholders. The CSRC was instrumental in ensuring that the Library’s operating hours were extended for the duration of the winter examinations. The student leadership also encouraged students to participate in the 2014 top lecturer voting process, ensuring a better voting percentage.

The CSRC hosted a charity drive where students donated clothes and food parcels, which were then donated to Unathi orphanage and to families within a 30km radius in and around Mahikeng, and further various social events such as the Vodacom Derby soccer match between Kaizer Chiefs and Orlando Pirates and the CSRC Farewell Festival. Other events arranged were the one-day IBM leadership and career workshop for undergraduate and postgraduate students, and the Tribute to Nelson Mandela Lecture, where the CEO of the Nelson Mandela Foundation gave the keynote address.

The 2013/2014 CSRC was dissolved and elections for the leadership commenced smoothly. The 2014/2015 CSRC election process was run by the Provincial IEC; the new CSRC was successfully inaugurated in September 2014 and attended their leadership camp in Parys.

POTCHEFSTROOM CAMPUS

The CSRC had a varied and productive year, and was an integral part of the campus’s efforts to offer students a dynamic, multifaceted campus experience.

Elections proceeded smoothly and the newly elected leaders assumed their positions on the CSRC, house committees, academic societies and executive committees. Leadership training for all students in leadership positions was arranged. An SRC Advisory Board was established, and the CSRC became part of the Tlokwe Chamber of Business. A definite highlight was the establishment of the SRC bursary.

To improve the quality of campus life, the CSRC was involved in Green Week for a greener campus, arranged a wellness week to highlight, a language week to raise awareness of different language groups and cultures, an a societies week to promote campus societies.



Concerned about the negative publicity the Potchefstroom Campus received after the reception and welcoming programme incident early in 2014, the CSRC organised a march in support of the campus.

Showing that students' hearts are in the right place, the CSRC's "Big Prims" fundraising drive was held to raise money to assist less privileged students, and the RAG Reach-Out and Give raised funds for charities. Students had ample opportunity to contribute to community service: no fewer than 89 projects were being run in and around Potchefstroom.

On a lighter note, the CSRC encouraged students to participate in cultural activities such as debating, drama, the Pukki Talent Festival and the Serenaders, and hosted the Mr and Miss Campus competition.

VAAL TRIANGLE CAMPUS

The nominations for both the CSRC and the residence house committees took place from June 2014. The elections followed in August 2014 and more than 2 400 voters went through verification checks to cast their votes. After the CSRC elections results were published, the house committee elections were held. The inauguration of all 86 student leaders took place at the end of August 2014.

The induction and leadership training camp, known as the Student Leaders Excellence Training Camp, took place in Parys during September 2014, with various internal and external specialists giving presentations. A follow-up leadership training camp was conducted in November 2014 at a venue in the Magaliesburg. The main presentations were on emotional intelligence, personal growth, team building, respect, promoting human rights and responsible student leadership in contemporary South Africa.

The CSRC collaborated with the department of Student Counselling and Development (SCD), and undertook a very successful community outreach programme for children. The programme saw the SRC mobilising fellow students to collect educational toys, stationery and clothing for distribution at various orphanages in the Vaal Triangle region.

A Dean of Students, Mrs Prem Coopoo, was appointed on 1 July 2014. Towards the end of the year, the Department of Student Affairs changed its name to the unit for Student Engagement and Leadership.

7.4.2 SPORT ACTIVITIES AND ACHIEVEMENTS

MAFIKENG CAMPUS

The Sport department offers 20 sporting codes to students. Of these, 18 are University Sport South Africa (USSA) affiliates and two are non-affiliates but recognised under their federations. There are also three non-competitive recreational sporting codes.

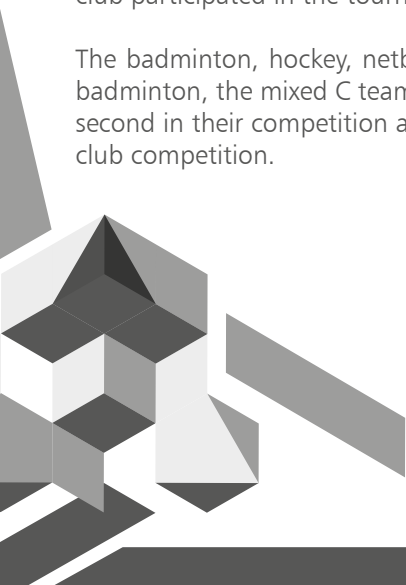
During the year, 14 athletes within the Sport department made it to the University Sport South Africa (USSA) National teams in their respective sporting codes, while nine players or athletes made it to the Nationals through their leagues and federations, and 32 players represented the university at provincial level.

The South African Football Association (SAFA) used the campus to hold an accredited coaching course for the SAFA referees, and also to host the U21 National Championships.

The campus soccer team finished third in the Varsity Football Cup challenge and ninth in the Vodacom league.

Two chess players attended the SA Chess Open and returned with gold and bronze medallions. This is the first time the club participated in the tournament.

The badminton, hockey, netball and boxing clubs participated in the USSA club championships, with good results. In badminton, the mixed C team won first place and the mixed B team took third position. The men's hockey C team came second in their competition and the netball team was placed third. The men's boxing team also won third place in their club competition.



Community engagement was part and parcel of the Sport department's activities in 2014, in conjunction with the All Sport Council Executive. In the 2014 academic year, the department opened its facilities to the community for the Learn to swim programme, aerobics and circuit training. Various sport clinics were held at high schools in and around Mafikeng, and a sport day was held for all first-year students during the reception and welcoming programme.

POTCHEFSTROOM CAMPUS

It was a very good year for sport on the Potchefstroom Campus.

The different sports teams and athletes performed exceptionally well, nationally and internationally, and their achievements were honoured at the campus's annual acknowledgement function, which took place in October 2014.

A very special achievement for 2014 was the performance of the karate team. They returned from the USSA tournament in Port Elizabeth with 15 gold medals, 10 silver medals and six bronze medals. This is the 15th consecutive year that the campus's karate club has dominated the tournament.

In the campus's priority sports, namely rugby, athletics, soccer, netball, cricket, hockey and tennis, teams and individuals again delivered numerous outstanding performances.

RUGBY

Playing on home ground for the first time, the rugby team reached the final of the Varsity Cup Competition but lost 33 – 39 against UCT. Ibbies (registered name for the second rugby team of the PUK) and the u/21 team won the Assupol League.

Lloyd Greeff was selected for the u/21 South African team playing in the World Cup.

The USSA Rugby Tournament took place in Grahamstown from 2 to 5 July 2014, and the Potchefstroom Campus rugby team ended third at this very exciting tournament.

During December 2014, the 7s Rugby Tournament took place in George and the team from the NWU achieved fifth place overall.

ATHLETICS

The athletes had a busy programme when the Varsity Athletics meetings were added to the existing string of competitions. The Potchefstroom Campus team took home the silver medal at the Varsity Athletics meeting, with great individual performances from Melissa Hewitt (100m), Geraldine Duvenhage (shot put), Megan Wilke (javelin), André Olivier (800m), Jerry Motsau (5000m), and Juan Muller (hammer throw).

At the Senior SA Championships held in Pretoria, the campus's athletes won six gold, five silver and six bronze medals. Bianca Erwee took gold in the heptathlon, Willem Coertzen won gold in the decathlon, André Olivier won gold in the 800m, Jerry Motsau took gold in the 1500m and Rantso Mokopane won gold in the 3000m steeplechase.

At the SA Open Athletics Championships held in Potchefstroom, the campus's athletes won two gold, three silver and five bronze medals. Melissa Hewitt ran two fantastic races in the 200m and 100m, winning gold in both races.

Results from the Zone 5 Junior Africa Championships were very impressive, with LJ Basson and Sané van Zyl winning the gold medals in the javelin events.

At the CAA Africa Championships in Morocco in August, seven Potchefstroom Campus athletes delivered great performances, but the event that stood out for 2014 was Commonwealth Games in Glasgow, where André Olivier ran a fantastic race, winning the bronze medal in the 800m with a time of 1:46:03.

HOCKEY

At the USSA tournament held in Pretoria in June and July 2014, the Potchefstroom Campus's women's hockey team took



the silver medal in the A section after a very close 1-2 penalty shoot-out in the finals against Maties. The women played extraordinary hockey during the week.

Three players were chosen to take part in the Proteas' training camp for the 2014/2015 season, namely Sulette Damons, Anelle van Deventer and Stephanie Baxter. Celia Evans was chosen for the Proteas' Indoor World Championships in Canada.

NETBALL

The netball team ended third overall the USSA tournament held at Nelson Mandela Metropolitan University. Two players were chosen as part of the USSA 2014 top-12 players, namely Lentsa Motau and Zandr  Kruger.

The SA USSA team was also announced, and this team will be travelling to Miami in the United States in 2016. They are Chant  Steyn, Bhongu Nqubeni, Izanne Muller, Lentsa Motau, Zandr  Kruger, Kifiloe Tsotetsi and Elzunette du Plessis. Dorette Badenhorst was chosen as Head Coach of this South African USSA team.

During the SA National Netball tournament held in Durban, Zandr  Kruger was chosen as the best u/21 player of the tournament and Bhongu Nqubeni as the best u/19 centre player.

The Varsity Netball season saw the campus's team ending third in the competition for 2014.

Elzunette du Plessis was chosen to play for the Fast-5 team that played against Australia in Potchefstroom during October 2014.

Five players from the campus were selected for the Invitation team that played against the touring team from Australia: they are Chant  Steyn, Bhongu Nqubeni, Lentsa Motau, Zandr  Kruger and Kifiloe Tsotetsi.

CRICKET

The Cricket League for 2014 consisted of five matches (130 overs each), still divided into a Premier A and a Premier B League. The Potchefstroom Campus's first team won the North West Cricket Premier League in the 50 overs competition and ended second overall in the 65 overs competition. The first team was the overall winner of the Premier League and represented North West Cricket at the National Championships in Pretoria, ending third. At the 2014 USSA tournament, the campus cricket team finished fourth overall.

A number of cricket players stood out during the year.

In March, Righardt Frensch made his debut for the NWU Dragons against Northerns, scoring a total of 117 runs. Rassie van der Dussen made his four-day debut for the Lions against the Dragons.

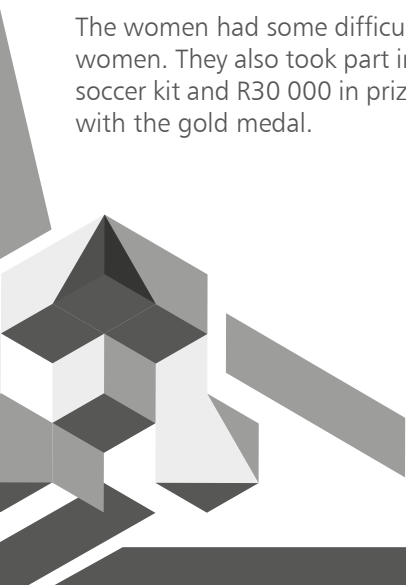
Chris Morris was part of the Lions Franchise and Lizelle Lee was chosen for the national women's cricket team. Players such as Andre Malan, Rassie Erasmus, Bjorn Fortuin, Julian Soutter and Grant Mokoena all made their mark in 2014.

It was also a very busy and successful year for Hanco Olivier, who was chosen to represent South Africa as part of the u/19 team that travelled to England during July and August 2014.

SOCCER

The 2014 season was challenging for the SAFA Sasol Women's League team and very successful for the SAFA SAB men's team. The men's team became the Dr Kenneth Kaunda Region Champions.

The women had some difficulty, but made the Potchefstroom Campus proud by ending third at the provincial league for women. They also took part in the Dr Kenneth Kaunda Municipality Mayoral Soccer Challenge, which they won, receiving soccer kit and R30 000 in prizes. They also participated in the Tlokwe Municipality Mayoral Cup and were again rewarded with the gold medal.



Both the men's and ladies' teams qualified for the USSA Football Championships that took place in Durban from 30 November to 6 December 2014. The men's team played very exciting soccer and ended seventh while the ladies' team ended fifth in the tournament.

TENNIS

The campus's tennis team took part in the annual USSA Tournament and the B team took gold.

SWIMMING

The swimming club's year started with the the 1609m Midmar Mile on 10 February. The team that swam the Midmar Relay achieved fifth place overall. They are Reino Von Wielligh, Abie van Oort, Natius Visser, Duane Roodt, Jozanne Luyt en Landi Cilliers.

The SA National Championships took place at Kings' Park, in Durban from 7 to 13 April 2014, and the campus's swimmers came home with medals, new personal best times and a new South African record. Cornell Loubser took the gold medal in the women's 50m butterfly (S14 and S15) and in the women's 100m butterfly. Cornell also took part in the Senior National South African Championships, again winning two gold medals for butterfly.

At the National SA Championships, Adri Visser swam a fantastic race, taking gold in the women's 100m butterfly (S1 to S13), but it was the women's 50m butterfly disabled S1 to S13 that made her the proud owner of a new South African Record. Adri was also chosen to represent South Africa at the Pan-Pacific Para-Swimming Championships from 6 to 10 August 2014. This event was part of her campaign to qualify for the Para-Olympics in Rio in 2016.

A group of five students, Sergio dos Santos, Japke Engelbrecht, Wiehann Kock, Cornell Loubser and Mickey Oliver, all qualified for the South African National Short Course Championships that took place in Pietermaritzburg in August 2014. Cornell Loubser won five gold medals.

Here are some of the highlights of the campus's performance in basketball, squash, cycling, ring ball, golf, gymnastics, chess, badminton and rock climbing.

Basketball: the men's and ladies' teams ended 11th at the USSA basketball tournament held at the University of Pretoria from 30 June to 4 July 2014.

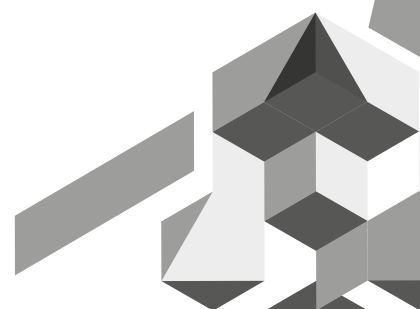
Squash: the campus's first team took seventh place in the A division at the USSA squash tournament in Stellenbosch from 7 to 12 July 2014, and the second team finished fifth in the B division.

Cycling: the mountain biking team of the campus's cycling club took part in the USSA tournament in Pretoria. The men's team had a very exciting tournament and ended third overall. Thinus Redelinghuys finished in first place and Pierre Smith in second. In the ladies' mountain biking competition, Tanya Kirstein and Nikki van der Sandt ended third and fourth respectively.

Ring ball: the Potchefstroom Campus team competed in the National Club Championships at Kempton Park in June 2014. The ladies' team won two games and lost one, and because of the goal differences, did not qualify to go through to the finals. The men's team went through to the semi-finals, but lost against Kempton Park.

Golf: at the golf tournament in Nylstroom in July 2014, the campus's golf team achieved a very impressive second place in the A division. This is significant considering that the team previously played in the B-division and ended second in 2013.

Gymnastics: the Potchefstroom Campus had an outstanding week at the USSA gymnastics tournament in Cape Town in July 2014. They won 34 medals, consisting of 11 gold, 15 silver and eight bronze medals. The team won the gold medal and was crowned USSA winners in the team competition for 2014. This is a first for the NWU's gymnasts as the University of Stellenbosch had previously won the title nine times.



Chess: the ladies played exceptionally good chess at the USSA chess tournament in Cape Town in December 2014. Although it was a team effort, it was the performance of Rachelle-Mari Voges that stood out from the crowd. She was crowned the overall winner of the ladies' event. Two other players, Eljeanie Wilke and Marlene Roets, achieved sixth and ninth place, respectively, at this tournament.

Rachelle-Mari Voges was also part of the team that represented South Africa at the Commonwealth Games in 2014.

Badminton: for the second time in a row, the badminton team from the Potchefstroom Campus won gold at the USSA tournament, held in Bloemfontein in July 2014.

The winning team consisted of Francois du Toit, Pieter Vorster, Karabo von Bodenstein, Stefan Steyn, Jenni van den Berg, Sonette Jacobs and Juné Heyneke.

Rock climbing: the campus team achieved second place overall at the USSA rock climbing tournament held at Wits University in June 2014.

VAAL TRIANGLE CAMPUS

The inter-residence league commenced on 9 April 2014 and finished on 27 August 2014. The league comprises several sporting codes with all of the residences taking part. More than 400 students took part and 56 officials assisted during the league, which is entirely managed by students, from coaching to the officiating of matches.

UNIVERSITY SPORT SOUTH AFRICA

During the June holidays, students from the Vaal Triangle Campus took part in the hockey, netball, rugby, dance and golf championships of the USSA tournament.

Among the campus' top performers were the ladies' hockey side, who finished fourth in the B division, and the men's side, finishing third in the C division. The netball team finished 11th overall at the USSA Championships in Port Elizabeth, and the rugby team won the promotional/relegation division in Grahamstown. The team subsequently qualified for the Varsity Shield promotion relegation match against TUT, but lost by a narrow margin.

2014 was the golf club's first USSA Championship and they won their division. The dance club had a successful USSA campaign, with all 10 couples qualifying for the finals.

During the USSA Summer Championship, cricket, bodybuilding, chess and sevens rugby teams represented the Vaal Triangle Campus. The cricket team won their division, which places them in the top eight in South African universities. The campus hosted the USSA Bodybuilding Championships and its team finished in the overall second place. The sevens rugby team lost in the plate final in George, and the chess team finished well in Cape Town.

The Basketball Club and Football Club participated in the USSA Gauteng Championships.

Volleyball has been identified as a new sporting code. The students participated in the residence league and the local club structure during 2014. Depending on their performance, the decision about whether to affiliate with USSA will be made in 2016.

LEARN TO PLAY AND RECREATION PROGRAMME

The Learn to Play golf programme ran in September and October 2014 and targeted students who had never played golf and wanted to learn more about the game. The programme was held every Wednesday and Friday and included two sessions per day of an hour each. A total of 60 students attended the programme.

Through the Recreation Programme, introductory clinics in bodybuilding, volleyball and basketball were hosted. The netball and hockey clubs also hosted training clinics in April 2014, and approximately 150 players participated.



TRANSFORMATION IN SPORT

The football and cricket club took part in a pilot transformation project in which they competed with each other on the sport field. The two groups are considered to be on opposite sides of the diversity spectrum and could benefit from interacting with each other in this way. The programme took place over five weeks, and the cricket team and ladies football team competed with each other in scheduled football matches. The football coaches demonstrated some basic skills to the cricket club members before each game.

7.4.3 CULTURAL ACTIVITIES AND ACHIEVEMENTS

MAFIKENG CAMPUS

With its ballroom dancing, campus choir and cultural groups, the Mafikeng Campus had a fast-paced and vibrant year on the cultural front.

The ballroom dance club competed at the USSA dance competition, where they won four bronze medals, and also at the Sedibeng Regional Cup where they won the finals and brought home eight silver medals and 22 trophies.

At the Traditional Regional Dance Competition held at Mmabana, the ballroom and Latin group proceeded to the finals and returned with 20 trophies and 16 medals.

At the Traditional Dance, the ballroom and Latin group proceeded to the finals and returned with 20 trophies and 16 medals.

Furthermore the dance club represented the North West Province for the first time at the FEDANSA National Championship held in Cape Town, where they won 26 trophies, 12 gold medals and 14 silver medals.

The Campus Choir was the overall winner at the Regional Championship held in Rustenburg, which qualified them to represent both the province and the university at the Old Mutual National Choir Competition held in Durban. The choir came first in the category for Best Indigenous song piece and won R50 000.00 in prize money. The result achieved shows the effort and commitment of the new choir conductor.

All cultural groups which included the Choir, Dance group, Poetry, Dj Society and Drama group participated in the annual Heritage Day Celebration which was held at the Vaal Triangle Campus.

POTCHEFSTROOM CAMPUS

During 2014 the campus continued its rich and vibrant tradition of supporting the arts, from choral, orchestral and pop concerts to musicals, art exhibitions, debating competitions and talent contests.

With the international competition in Riga and the full concert tour in Europe in mind, the NWU PUK choir completed an ambitious programme of rehearsals. The tour took place successfully, and ended with participation in the World Choir Games, the biggest choir competition in the world. The choir sang in two categories, namely Musica Sacra a capella, and Musica Contemporaria, and won gold medals for both.

The conductor of the choir, Mr Kobus Venter, as well as Mr Peet Ryke (choir manager), attended the 10th World Symposium of the International Foundation for Choral Music in Seoul, South Korea, from 6 -13 August 2014. Important contacts for the future were made.

The choir, together with the NWU PUK Symphony Orchestra, gave two successful performances at the Aardklop National Arts Festival, including the South African premiere of a new work by Dan Forrest, called "Requiem for the Living", and the "Gloria" by the Welsh composer Carl Jenkins.

The same orchestra, together with the choir of the School of Music, presented concerts of mainly operatic music.



The performing arts club, NWU PUK Art, presented the musical "Breaking up is hard to do" from 3 - 6 September. The musical had an all-student cast and a number of technical crew, and performances were well attended.

The annual "Canvas" painting competition between hostels took place in the new railway subway to the new engineering complex. These student murals are of a high standard and are worth a visit by staff, students and visitors. For the first time the student artists in this competition automatically formed part of the category "visual arts" in the annual Campus Talent Competition. This prestigious event was successfully staged on 15 and 16 May, with students participating in 13 categories. The event was dedicated to Prof TT Cloete on the occasion of his 90th birthday.

In other artistic and cultural highlights of the year, the Serenaders came second in the provincial section of the annual Old Mutual National Competition. In May 2014, the group went to Gaborone in Botswana for a concert and get-together with a local choir, the Maikano Serenaders.

A very successful Varieté concert and prestige dinner was held in September. Students performed in many genres and colours and awards were bestowed on students and societies.

A variety of visual arts exhibitions took place at the campus galleries, a highlight being the exhibition "Retrospective Year" of the internationally known South African artist Maureen Quinn.

The annual drama competition between hostels on campus took place in May, with the final hosted in the Sanlam Auditorium. The winners were Patria and Heide hostels.

The Institute for Arts Management and Administration (Artéma) made final preparations for the proposed degree in Arts Management and Administration before presenting it to Senate. For the first time, a single course in Arts Management was presented to 100 participants at the KKNK arts festival from 30 March to 3 April.

The Director of NWU PUK Arts and two students from the campus attended the Golden Key International Summit in Boston, USA, in late July. They visited Harvard University, the University of New York and Drexel University in Philadelphia to explore possible collaboration in Arts Administration and Management.

The two loading-zone projects, namely a new rear entrance with a ramp and double sliding door at the Totius Hall, and an awning at the rear entrance of the Sanlam Auditorium, were completed early in November.

A new lift was installed for disabled people, providing access to the Auditorium foyer.

VAAL TRIANGLE CAMPUS

To nurture, support and unleash talent in culture and the arts, the Student Engagement and Leadership department facilitated a small but exciting programme of activities.

Auditions for the Residence Talent Search were held from 28 July 2014 to 5 August 2014, moving from one residence to another. Auditions took place in the evenings so that the off-campus residences could accommodate all students. The final competition for this event took place on 24 September 2014 and the winners were awarded trophies.

The annual Culture Day celebration was held on 24 September 2014, coinciding with national Heritage Day. The aim of this celebration, to which students from the Mafikeng and Potchefstroom campuses were invited, is to promote cultural diversity and social cohesion. Residences competed by enacting and embracing different South African and International cultures. For the first time in the history of the celebration, staff members of the campus were invited to participate, resulting in a very successful potjiekos competition.

The Mr and Miss NWU Vaal beauty pageant took place on 9 May 2014. The winners were Miss Shaakera Desai from the Acacia Day Residence and, Mr Steven Moeketsi Motloung from the Thuthuka Residence. Mr Moeketsi was also crowned as Mr SA Campus during July 2014.



7.4.4 WELLNESS AND COUNSELLING

MAFIKENG CAMPUS

HEALTH CENTRE

Recurring trends are the usual common ailments such as outbreaks of flu, diarrhoea and allergies due to the change of seasons, sometimes leading to respiratory complications such as asthma. Students who were in distress during the examination period were assisted with physical and psychological concerns.

POTCHEFSTROOM CAMPUS

The Unit for Student Counselling and Development (SCD) experienced its first full year as an integrated unit since the merger of Student Counselling Services, Ingryp (Intervene) and the Career Centre during 2014. The consolidation was successful and has ensured professional, integrated and seamless service delivery based on teamwork.

The unit employs 14 members of staff, of whom 11 hold professional registrations. Three members are currently applying themselves to PhD studies, while five members attended international conferences locally and overseas. The unit was part of the organizing team of the annual conference of the Southern African Association for Counselling and Development in Higher Education (SAACDHE).

The unit and the Institute for Psychotherapy and Counselling (IPC) jointly supervised two master's students.

Despite its busy schedule, the unit made time to engage with the local community by providing psychosocial support, career guidance, subject choice guidance, etc at local schools.

The next section reports on the activities of the unit's three subunits, namely Ingryp, the Student Counselling Service and the Career Centre

INGRYP

Ingryp's primary focus on psychosocial interventions brings it into close and intimate contact with the most vulnerable of the campus's population. Over and above the regular day-to-day individual and group psychotherapy consultations by the professionally registered members of staff, Ingryp also operated a crisis line, ran a student counsellors programme and supported students with disabilities.

The crisis line was available 24 hours a day and, together with Campus Emergency Services, dealt with 113 crisis interventions. Ingryp maintained a 24-hour physical presence during mass activities such as Rag and the reception and welcoming programme.

Six Psychological Counsellors completed the Student Counsellors' Programme at Ingryp. As part of their practical work, these students counselled students under supervision on relationship problems, self-image issues, financial and personal budget management, academic skills, etc.

Furthermore, Ingryp made a crucial contribution to the Pro-active Substance Abuse Project in collaboration with the South African Police Service, Marketing and Communication and the Department of Social Development.

Jointly with Financial Support Services and the Office of the Dean of Students, Ingryp is pivotally involved in the administration and execution of the assistance project for needy students. Approximately 200 students benefited from this effort to the value of approximately R142 000 in 2014.

SUPPORTING STUDENTS WITH DISABILITIES

Support for students with disabilities resulted in 51 consultations with parents, students (prospective and current), faculties and schools, NWU Management, Physical Infrastructure offices, Academic Support Services, veterinarians (for guide dogs), Accommodation Services, Occupational Health and Safety, Protection Services, Residence Managements, and Financial Support Services.



Additionally, the Unit for Students with Disabilities USD as part of Ingryp conducted an accessibility audit to building G06 and made recommendations about access requirements. The USD also presented training to Student Counsellor Students on disability management, disability awareness and marketing campaigns. Finally, it organised and presented a seminar called “Breaking ground: a disability mainstream symposium”, which close to 100 delegates attended.

CAREER CENTRE

The Career Centre engaged in a variety of activities to promote employability of Potchefstroom Campus students and create networks through which employers become aware of graduates’ strengths and provide feedback on their quality and qualities.

A total of 523 students came through the doors of the Career Centre with different enquiries about their career prospects and opportunities in 2014.

The centre held three different career days on the campus in May and hosted a total of 83 employers.

Forty-three different employers visited the campus on other occasions to liaise with students. These events included employer presentations, activations, promotions, guest lectures, interviews and assessments, and functions for top students.

The Career Centre assisted 2 453 individual students, as well as various groups, with CV and interview preparation.

It participated in research projects aimed at adding value to the services offered to employers and students.

The Career Portal posted advertisements throughout the year, alerting students to full-time graduate opportunities, part-time opportunities, internships and bursary opportunities.

Every week, the Career Centre hosted a Bridging the Gap radio programme on NWU PUKfm to communicate career-related information to students.

At the end of the year, the centre hosted a work readiness seminar where different specialists from the corporate sector talked about the world of work. Attendance was 0% higher than in 2013.

Career Centre staff assisted the School of Consumer Sciences to liaise with different external stakeholders to improve their curriculum development process for the new course they will offer soon.

It liaised regularly with academics to bring them into contact with employers and students.

HEALTHCARE CENTRE

The Healthcare Centre, which had a productive year during 2014, secured a new post for a health-care professional nurse. She was appointed from 1 October 2014.

On 1 September 2014, the Department of Health and the NWU signed a memorandum of understanding that supports the programme of care for students and staff. The agreement is valid until 30 June 2017.

The centre was also involved in programmes with Potchefstroom Gymnasium and Mooirivier primary schools.

PRIMARY HEALTHCARE

The annual conference of the South African Association for Campus Health Services was held at the Potchefstroom Campus Sports Village and hosted by the Healthcare Centre. The theme of the conference was “A drop in the ocean – a multidisciplinary approach to student health” and symbolised the central role that healthcare centre services play in the campus community. The conference attracted 96 delegates representing healthcare services in higher education institutions from across South Africa.



During the two weeks of the reception and welcoming programme, the healthcare centre saw 1 195 students. The figures for the whole year came to 8 782, consisting of 5 866 students, 2 934 staff and 90 visitors. This was an increase of 971 from 2013.

The centre saw and cared for 38 pregnant students for during 2014, and held a breast and cervical cancer awareness campaign for staff members in October and November.

OCCUPATIONAL HEALTHCARE

The vaccination programme against communicable diseases such as bacterial meningitis, measles, mumps and German measles gained momentum in 2014. Vaccination, as an intervention method for primary disease prevention, is effective and crucial in a campus environment with a dense population.

Risk-based medical surveillance was performed on employees working in various departments such as Residential and Food Services, Electric and Electronic Services, Eco-Analytica, Nutrition, Protection Services and Technical Services.

Three employees sustained foot/ankle fractures due to slipping, tripping and falling accidents. Awareness training is required to prevent such accidents from occurring in future.

Occupational Health also has a reporting line to the Financial Executive, Institutional Office, to advise on and support the roll-out of occupational health services to the Mafikeng and Vaal Triangle campuses.

Looking ahead, the main objective for 2015 is to market the services of Occupational Health to the NWU community by means of continued induction of all new employees, more visibility in the work environment and performing work-place health-risk assessments. Closer collaboration with the Occupational Safety team for the successful implementation of Element 3 of the OHSAS 18001 management system is also an important objective for 2015.

VAALE TRIANGLE CAMPUS

During 2014 the Campus Health and Wellness Centre serviced a total of 5 754 staff and students. The services rendered included primary healthcare (3 579), contraceptives and family planning (1 483) and HIV counselling and testing (692).

One of the highlights of the centre's activities was the successful introduction in May 2014 of Implant Progesterone (Implanon) – a new method of contraception (Implant Progesterone only contraceptive).

Other activities that the centre organised and participated in during 2014 include: STI Week (453 tested), Campus Wellness Day (114 attendees), HIV/Aids Candle Light Memorial Service and an Employee Wellness Day.

The Health and Wellness Centre collaborated with various external service providers to enhance the impact and reach of all events. The collaborators included the South African National Blood Service (SANBS), Cancer Association of South Africa, Sedibeng Health District Office, the South African Police Service, Sedibeng District Municipality AIDS Council, Sedibeng Municipality Inter-Departmental Committee, Organ Donor Foundation of South Africa, Epilepsy South Africa, Thuthuzela Trauma Centre (Department of Health), Delta Community Centre, Seekers Tower (NGO), South African National Council of Alcoholism and Anova Health Institute of South Africa. Four blood donation drives were hosted during the course of the year in association with SANBS.

The Student Counselling and Development (SCD) department successfully launched the Charity Begins at Home initiative. The initiative, launched to coincide with International Nelson Mandela Day, sought to raise awareness about the Meal-a-Day project and encourage staff and students to contribute towards the establishment of a food and clothing bank for the Vaal Triangle Campus. This is an ongoing project.

The student community, in collaboration with Student Counselling and Development, took part in the campus's first ever Silent Protest. The aim of this protest, in which several non-governmental institutions and counselling services



participated, was to raise awareness about sexual abuse and encourage the victims of such abuse to speak out.

7.4.5 ORIENTATION PROGRAMME FOR FIRST-YEAR STUDENTS

MAFIKENG CAMPUS

The orientation programme was designed to facilitate the academic, sport, cultural and social adjustment of first-year students. Activities were linked to the key strategic goals of the university, namely enhancing the student experience, developing excellence in learning and teaching, and encouraging social participation among students from diverse cultural and social backgrounds.

The orientation programme began with the parents' meeting. Students were then able to register and participate in organised activities, which included academic information sharing, recreational and sporting activities, faculty presentations, entertainment and cultural programmes, an Inter-denominational church service and the campus and Mahikeng tour.

The student support service staff and campus SRC took ownership of the orientation programme and ensured that the programme was administered professionally and proficiently.

The students were introduced to the Library structure and the services that were available to them. A written questionnaire comprising two sections about the new students' past experience with libraries and computers was administered to the group. The majority of the students revealed that they had never used libraries or computers before. For this reason, library training was strongly emphasised during 2014.

The IT department also participated in staff and student orientation programmes with the aim of promoting and providing training on the use of key IT services.

POTCHEFSTROOM CAMPUS

The reception and introduction programme of 2014 consisted of various academic, cultural, sport and recreation activities.

According to the programme, an individual student spends 3 575 minutes (57%) on student and academic orientated activities and 2 680 minutes (43%) on programmes facilitated by residences for the duration of the Reception and Introduction programme.

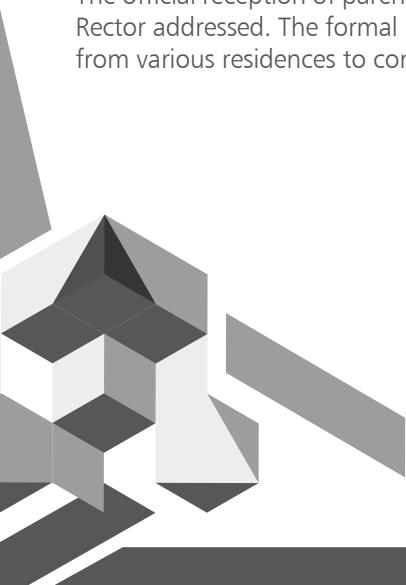
When looking at the Reception and Introduction programme as experienced by all students, a total of 6 090 minutes (77%) were spent on student and academic orientated activities and 1 785 minutes (23%) on programmes facilitated by residences.

VAALE TRIANGLE CAMPUS

The introduction and welcoming programme of first-year students started on 21 January 2014 and was completed on 1 February 2014. The students took the TAG/TALL academic literacy test and a computer proficiency test, registered to use the NWU information technology system, and was introduced to the library and student wellness services. They also received information about academic programmes, the academic rules, the eFundi learning management system and student organisations.

In addition, all students registered for a Mathematics module did a Mathematics refresher course, and those who did not pass the computer proficiency test received computer training.

The official reception of parents and first year students took place on 1 February 2014. The Vice-Chancellor and the Campus Rector addressed. The formal part of the reception programme was followed by a talent show. The show afforded students from various residences to compete and show case their talents. About 2 500 guests attended the reception.



7.5 SPECIFIC MATTERS TO BE MENTIONED ON CAMPUS LEVEL

MAFIKENG CAMPUS

The Mafikeng Campus was especially active in contributing its expertise to the development of the North West Province in 2014 and in forming collaborative partnerships with key stakeholders.

The campus established a relationship with the office of Kgosi Pilane of the Bakgatla-Ba-Kgafela community in Saulspoort. In turn, Kgosi Pilane extended an open invitation to the students to consider the Bakgatla-Ba-Kgafela community for research purposes and community projects. The aim is to further extend this relationship to the benefit of NWU, Mafikeng and the community.

Similarly, the campus hosted the Director: Special Projects from the Royal Bofokeng community, the aim being to explore formal collaborations and the possibility of hosting a summer school with one of the American universities in May 2015.

The Department of Public Administration reactivated its MPA (Master's in Public Administration) programme in 2014, mainly in response to a request from the Education Training and Development Practice (ETDP) SETA for capacity building for senior managers at FET colleges within the North West Province. Twelve ETDP SETA Candidates are already registered and the SETA requested that the department admit further 10 candidates.

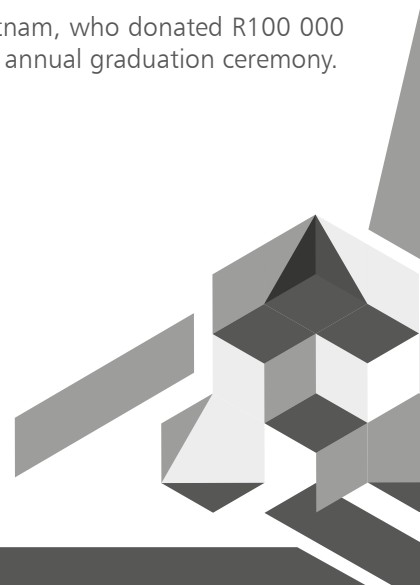
The popularity of the MPA programme makes it necessary to divide students into two groups and appoint external supervisors for mini-dissertations. The success of the first cohort will determine future intake as the department would not admit more students if the throughput rates are below 80%. The students in this programme are expected to graduate within a period of two years.

Quite a number of staff members of Mafikeng Campus represented the NWU on professional and government bodies involved in development or education:

- Prof David Mello of Public Administration was instrumental in the re-launch of the North West and Northern Cape chapter of the South African Association of Public Administration Management (SAAPAM) on 25 September.
- Dr LP Bogopane represented the campus at the Ngaka Modiri Molema District Municipality Integrated Development Plan (IDP) Representative Forum in April 2014, where preparations and input were made on the review of the current IDP for the District.
- Prof Nico Schutte was appointed as president of the National Human Resources Academy of the South African Board of People Practice (SABPP).
- Prof J Prof Jamshid Moori was appointed to the NRF Mathematical Sciences Rating Committee for the period 2014 to 2018.
- Prof Eno Ebenso was appointed to the Committee on Scholarly Publishing in South Africa. This is a panel on the Accreditation of Scholarly Books and Conference Proceedings (ASSAf/DHET). Prof Ebenso was also admitted as a member of the Academy of Sciences of South Africa.
- Prof Rodney Thebe Medupe of the Astrophysics group in the department of Physics appointed to the NRF Astronomy Advisory Council until October 2016. The role of this council is to assist the NRF to ensure that the South African astronomy landscape is developed and nurtured to serve the best interest of the national astronomy community.

Students who excelled in their fields were Mr Daniel Matsose, a History honours student whom the Historical Association of South Africa nominated as the best history student for 2014, and three students who won prizes at the Bhive competition. They were Mr K Machwisa, Mr Ronny Lekaowa and Mr RJ Seretse.

Future BSc honours students will benefit from a generous donation from Prof M Selvaratnam, who donated R100 000 to the university for the awarding of a gold medal to the best BSc honours student at the annual graduation ceremony.



POTCHEFSTROOM CAMPUS

Owing to the commitment and unwavering efforts of all staff, 2014 was again a very successful year for teaching-learning and research at the Potchefstroom Campus. The core business of the campus benefited from a well-crafted Campus Plan, effective implementation of that plan and coherent cross-faculty teamwork.

Essentially, the focus of the Potchefstroom Campus in 2014 was to further roll-out the Campus Plan by implementing and monitoring faculty strategic plans, to further create an enabling environment to promote and enhance research, and to further improve and sustain external relationships with national, provincial and local government and other stakeholders. At the same time, the campus sought to promote and implement the innovative use of technology in teaching and learning, and to further establish and develop a caring culture.

Efforts to position the campus as caring will continue in 2015. Indeed, the focus agreed on for the coming year is "a university serving the community because we care!" The common thread that will run through our work will be a commitment to projecting the caring face of the campus and the willingness to engage with the communities in which NWU staff and students live and work.

VAALE TRIANGLE CAMPUS

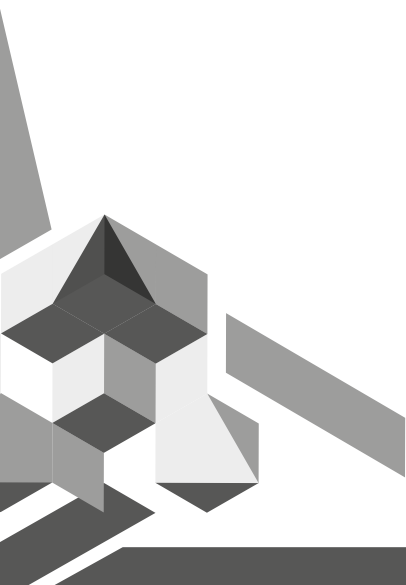
The campus made great strides in implementing its expertise for the benefit of communities, government and industry stakeholders in 2014 expertise during the year.

After a request from the Department of Education from the Fezile Dabi District in the Free State province, lecturers from the School of Accounting Sciences volunteered to offer extra accounting workshops for 32 accounting educators, free of charge. The request from the District Office came after the very poor results in the 2013 final Senior Certificate Examination in Accounting. This hard work has paid off; the School of Accounting Sciences has received special acknowledgement from the Fezile Dabi District Department of Education for its contribution to teacher development during the 2014 school year.

In a letter from Mrs MLL Rambuda of the Department of Education, she acknowledged the immense contribution of the School of Accounting to the Fezile Dabi District's achievement of 81% in Accounting during the National Senior Certificate examination in 2014. The district managed to achieve the best results for Accounting in the Free State province, and also the second best in South Africa.

AppLED is a group of researchers within the School of Economic Sciences that focuses on applied research through third stream income-generating projects. The vision of AppLED is to support municipalities with their strategic planning, spatial planning, local economic development and any other aspect that will improve service delivery. Projects completed in 2014 include the development of Local Economic Development (LED) strategies for the Fezile Dabi District Municipality, Metsimaholo Local Municipality and for the Dipaleseng Local Municipality. The latter municipality was also assisted with the development of the Land Use Management System (LUMS). In addition, the group assisted Sasol Industries to compile a Corporate Social Investment Master Plan and the Sedibeng District Municipality with inputs for an integrated transport plan and the establishment of the Vaal Logistics Hub.

During 2014, the Vaal Triangle campus signed a memorandum of agreement with ArcelorMittal South Africa to provide training and skills development to 11 NGOs in the Vaal Triangle Region. The six-month ArcelorMittal Sustainability Accelerator Training Programme equipped the 20 participants with vital entrepreneurial and project management skills that will enable them to manage their businesses, acquire and develop sustainable community development projects,



attract and retain large corporate funders and drive impact-driven projects. The programme was presented in collaboration with the School of Behavioural Sciences and the campus Centre for Continuing Professional Development (CCPD).

Prof Frank Winde from the School of Basic Sciences and the Subject Chair of Geography and Environmental Studies, collaborated on a project for UNESCO. Prof Winde was jointly appointed by UNESCO headquarters in Paris, France, as Co-Chief Assessor of the seventh phase of the new International Hydrological Programme.

The Mandela27 Exhibition, a cultural collaboration between the European Union and South Africa, was inspired by the iconic story of Nelson Mandela and the Robben Island Museum, and examines how culture has brought about social change in Europe and South Africa through the lens of Nelson Mandela's struggle against apartheid. The NWU Vaal (SGI-SA) and the Coventry University in the United Kingdom joined forces to create an interactive graphic novel for the purposes of the Mandela27 Project. The Mandela27 Exhibition was successfully launched on 18 July 2014 at the National Library of South Africa in Pretoria.

Stimulating entrepreneurship is vital for job creation and economic development. The campus's bhive Enterprise Development Centre (EDC), hosted the Enterprising Women Programme (EWP) and presented a student business competition that 57 young entrepreneurs entered, representing all three campuses.

Similarly, the Young Entrepreneur Business Organisation (YEBO) affiliated with Enactus, an international non-profit organisation that works with leaders in business and higher education to mobilise university students to make a difference in their communities while developing the skills to become socially responsible business leaders.

Students, too, had opportunities to contribute to communities. The NWU Vaal Football Club adopted a local team from Sharpeville that comprises high school girls. This programme will be expanded to more schools in rural and farming communities so as to enhance their performance and give them access to post-school education opportunities. The team is affiliated to the SAFA ABSA League.

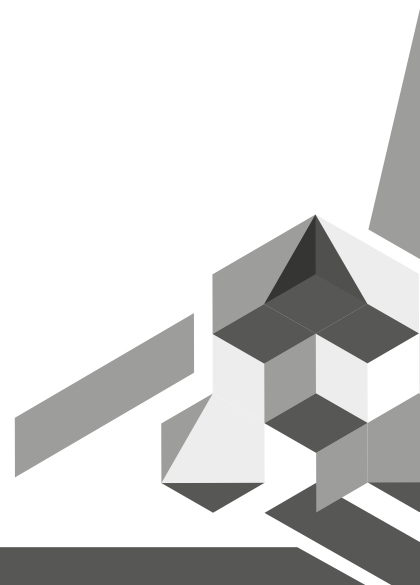
The NWU Vaal Sport Department adopted Shante Bukes, a BCom student as the campus's Sport Ambassador. She is the world Jetski Women's Runabout Stock champion.

The 5th annual CANSA Relay for Life Vaal Triangle was hosted at the Vaal Triangle Campus on 15 February 2014. More than 8 000 members of the Vaal Triangle Community took part in the event and it was noted as the most memorable Vaal Triangle Relay for Life to date. The event grew from 39 registered teams in 2009 to a staggering 160 registered teams in 2014.

Finally, the Vaal Triangle Campus won two Professional Management Review Awards in 2014. It received the Diamond Arrow award as the highest-rated higher education institution in the Sedibeng District, and Quest Conference Estate received a Bronze Arrow in the category for convention centres.

The Vice-Chancellor's medal was awarded to Ms Natasha Ravyse for her dissertation titled "Against all odds: The status of Fanagalo in South Africa Today". The medal is awarded annually for excellent work done by master's students at the NWU and to celebrate the continued efforts of supervisors in creating and sustaining a nurturing environment for these students.

The S2A3 Bronze medal was awarded to Mr Willem Basson for his master's study with the title "Improving Grapheme-based speech recognition through P2G Transliteration".



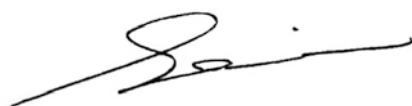
7.6 STATEMENT OF SELF-ASSESSMENT OF THE ACHIEVEMENT OF THE VICE-CHANCELLOR IN ATTAINING THE OBJECTIVES SET FOR THE PERIOD UNDER REVIEW WITH SUMMARY DETAIL OF REALISED ACHIEVEMENTS (SELF-EVALUATION)

The targets for achievement for the NWU for 2014 are set out in the performance agreement of the Vice-Chancellor which derives from the Council approved institutional plan.

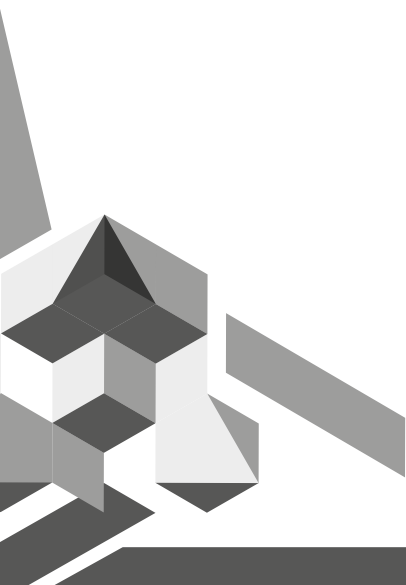
Some challenging incidents occurred during the orientation of first year students early in 2014. Some offensive symbolism was used by students and isolated incidents of prohibited initiation traditions continued. These incidents were investigated and prosecuted through a disciplinary process. Council appointed an Independent Investigation Task Team to investigate the matter and it reported to Council that there was a need to interrogate the institutional culture of the NWU to ensure that traditions and practices which offend the values of the NWU are eliminated.

Much of 2014 has been spent on developing a strategic agenda for the NWU, with my strategy team, which consists of the institutional management augmented by campus vice-rectors. Significant progress was made in 2014 and the process will be concluded in 2015. Extensive consultation has taken place with many stakeholder groups to prepare the university for change. Performance in the core functions has been steady. Of particular note was the almost threefold increase in accredited research publication outputs. The focus in the learning and teaching area has been on developing a blended learning policy and framework for the NWU.

Financial management remains strong at NWU, although it is clear that due to the decrease in real terms of state funding, and the shortage of funding for students, finances will become much more challenging in future.



PROF ND KGWADI
VICE-CHANCELLOR





[REPORT ON INTERNAL ADMINISTRATIVE/ OPERATIONAL STRUCTURES AND CONTROLS]

The North-West University maintains a system of internal control in order to provide reasonable assurance regarding the achievement of effectiveness and efficiency of operations, the reliability of financial reporting and overall compliance with relevant laws and regulations, the prevention of loss of resources and assets, and also to reduce legal liability. Particular attention is given to financial reporting and the safeguarding of assets against the unauthorised acquisition, use or disposal of such assets. The internal control system is designed to provide reasonable assurance to the University and the Council regarding an operational environment that promotes the safeguarding of the University's assets and the preparation and communication of reliable financial and other kinds of relevant information.

Internal control objectives include measures to ensure completeness, accuracy and proper authorisation in relation to documented organisational structures, setting out the division of responsibilities, as well as established policies and procedures, including a code of conduct and value statement being communicated throughout the University to foster a strong ethical climate and the careful selection, training and development of its people. Appropriate internal control practices are maintained in as far as policies and procedures are documented and monitored by Institutional Management and the Records Management Division for regular updates when applicable, and in accordance with an update schedule. After the reviewed document has been approved by Council, it is communicated and made available on the intranet to all employees of the University.

In addition, a performance management system, with adequate job descriptions in line with key performance indicators, is utilised at the NWU to ensure individual accountability and proper assignment of responsibilities.

Monitoring of internal controls takes place in a meticulous way. Apart from an ongoing performance management system in order to ensure that employees are carrying out their duties, and the continuous comparison of budget management as part of the normal business processes, internal auditors monitor the operation of internal control systems, and report findings and make recommendations to management, the Audit, Risk and Compliance Committee, and report significant findings to Council. Follow-up and corrective actions are taken to address control deficiencies as well as opportunities for improving systems when identified. The Council, operating through its Audit, Risk and Compliance Committee, provides oversight of the financial reporting process.

Information systems utilising modern information technology are utilised at the University. Core systems have been developed and implemented according to defined and documented standards to achieve efficiency, effectiveness, reliability and security. Accepted standards are applied to protect privacy and ensure control over all data, including disaster recovery and backup procedures. Password controls are strictly maintained, with users required to change passwords on a monthly basis, except where otherwise approved. There are regular reviews to ensure that there are no clashes in user-access rights and to ensure that the basic internal control concept of division of duties is maintained. Where, for capacity reasons, an occasional clash does occur, sufficient manual controls are in place to ensure that these clashes are mitigated. Systems are designed to promote ease of access for all users. In addition, the systems are sufficiently



integrated to minimise duplication of effort and ensure minimum manual intervention and reconciliation procedures. The development, maintenance and operation of all systems are under the control of competently trained staff.

In utilising electronic technology to conduct transactions with third parties and with staff, control aspects receive close scrutiny, and procedures are designed and implemented to minimise the risk of fraud or error.

The NWU is aware of the fact that there are inherent limitations to the effectiveness of any system of internal control, including the possibility of human error and the circumvention or overriding of controls. Accordingly, even an effective internal control system can provide only reasonable assurance with respect to financial statement preparation and the safeguarding of assets. Furthermore, the effectiveness of an internal control system can change according to circumstances. The University is of opinion that its internal control system as at 2014-12-31, met the criteria for effective internal control over financial reporting as included in our Financial Policy, Procurement Policy, Policy on Delegations, General financial guidelines in support of the Financial Policy and the Guidelines for records management of financial records and various other financial related guidelines, procedures and guideline available to employees. External and internal audit, financial divisions and employees assigned with the responsibility are responsible to assess the compliance with policies, guidelines and procedures related to financial reporting on a regular/daily basis, while transactions are being processed, and during the execution of internal and external audits.

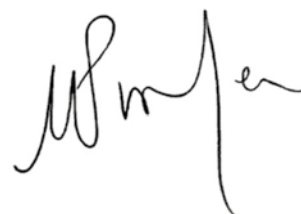
The University believes that, as at 2014-12-31, its systems of internal control over its operational environment, information reporting and safeguarding of assets against the unauthorised acquisition, use or disposal of assets met the criteria for effective control over financial reporting. It also believes that internal control measures assist the NWU to achieve its goals in effective and efficient ways.

The University identifies, report, review and manage risks on a regular basis. The risk register of the university are updated and maintained on regular intervals with feedback from Executive Managers, the members of the Combined Assurance Forum and various operational managers. Internal Audit included audits in their approved Internal Audit Plan to examine the systems, procedures and controls in those areas considered as high risk.

The Audit, Risk and Compliance Committee approved this Report on internal administrative/operational structures and controls for the 2014 financial year under review at its meeting of 2015-06-04 and the documentation for approval by the Committee was circulated with the meeting agenda in advance, with due notice.



MS M CLAASSENS
CHAIRPERSON: AUDIT, RISK AND
COMPLIANCE COMMITTEE



MS M VAN DER MERWE
DIRECTOR: INTERNAL AUDIT





[REPORT ON RISK EXPOSURE ASSESSMENT AND THE MANAGEMENT THEREOF]

Effective assessment of risk exposure and risk management is of primary importance to the North- West University, especially for as far as cognisance needs to be given to the operational, managerial and governance levels where risks are controlled.

Council remains confident that the risk-management measures at the North-West University are efficient. Risk at the North-West University is managed by the institutional management committee that, in accordance with the Statute (Par 69) assists the vice-chancellor in the planning and execution of the management, administration and supervision of the university, in accordance with existing policies and rules. Risk reports serve bi-annually at the formal meetings of the institutional management committee; and minutes are kept.

The role of the institutional management committee is to remain responsible for the maintenance of the risk-management process at the university, and to see to the establishment of a sound internal controls to support the achievement of policies, aims and objectives, while safeguarding public and other funds and assets for which it assumes responsibility in accordance with relevant legislation and the university statute. The members of institutional management include the vice-chancellor, two deputy-vice chancellors, three campus rectors (respectively for the Mafikeng, Potchefstroom and Vaal Triangle campuses of the university), three executive directors (finances and facilities, human capital and institutional advancement), and the Institutional Registrar. In addition, academic and support managers are responsible for the implementation of risk-management strategies in their respective areas of responsibility, and to see to active mitigation of risks by means of the ongoing improvement of internal controls.

The institutional registrar is assigned the line function with the remit of identifying and interpreting/assessing risks, as well as intervention measures and all aspects of the management of risks affecting the university. In addition, the institutional registrar assumes the responsibility for driving the process at institutional management level, and maintains the NWU risk register.

In regard of the oversight responsibility of the Audit, Risk and Compliance Committee, the mandate of the committee is to oversee the role of management not only in regard of creating and maintaining a proper risk-management process, but also to ensure an effective control environment at the university. The committee is responsible for assisting management with the assessment of the most significant risks that would need to be included in the university's risk register. The committee is also responsible for advising council on the effectiveness of the university's risk-management process.

In accordance with the NWU Framework for Risk Management, the role of the Audit, Risk and Compliance Committee is to advise the university council on the effectiveness of the university's risk - management process. To this end, the scope of the duties of risk management within the university is clearly defined in the Audit, Risk and Compliance Committee's Charter.

The Audit, Risk and Compliance Committee submits a comprehensive bi-annual report on key significant risks facing the university for the attention of the Council.



Apart from the active management of risks for which the Institutional Management Committee remains responsible and the oversight role of the Audit, Risk and Compliance Committee, two more committee structures operate as governance structures in regard of assessing risk exposure and risk management at the university. These are the NWU Compliance Committee and the NWU Combined Assurance Forum.

These structures act under the approval of the Institutional Management Committee and the Audit, Risk and Compliance Committee and comprise internal staff members to assist with the assessment of most significant risks that are continuously to be included in the risk register of the University.

The primary role of the Compliance Committee is to assist management in fulfilling its responsibility to comply with applicable regulatory requirements through the provision of strategic legislative compliance risk-management best practices. The Compliance Committee thus monitors and reports on the compliance risks regarding all strategic legislation within the university. The Committee is represented by internal members from Legal Services, Internal Audit, Finance, Occupational Health and Safety, the Institutional Registrar and involves members from different disciplines on invitation. Three meetings are scheduled annually on the official calendar of the university, and minutes are kept and available for all these meetings.

The purpose of the Combined Assurance Forum is to assist the Audit, Risk and Compliance Committee to fulfil its responsibility of giving assurance to Council that the university's operations with regard to risk management, -control and -governance processes are adequately addressed. Its role is also to optimise the assurance coverage obtained from management and internal assurance providers on all risks affecting the university. The forum comprises specifically identified internal operational managers/personnel, the Institutional Registrar (as representative of the institutional management), representatives from the three campuses, the Director Internal Audit and representatives from external audit. The task of the forum is to assist with the promotion of risk- management activities within the university environment and with the identification and monitoring of risks in the respective areas of forum members. A main function of the forum is to see to establishing a framework within which assurance is to be given to both management and council on the efficiency of risk-management processes that guide the management of business-critical risks. Three meetings per annum are scheduled and included on the official calendar of the university. Minutes are kept and available for all these meeting.

Finally, all reports on matters related to risk management are scrutinised by the Combined Assurance Forum and the institutional registrar. Strategic risks are reported to the institutional management committee and key risks are reported to the Audit, Risk and Compliance Committee for communication to Council.

The Internal Audit department plays a substantial role in establishing a university environment conducive to risk management. However, owing to the growing levels of maturity within the university to manage risks at various levels of operation according to the institutional plan, a process started in.

2014 to withdraw Internal Audit from the operational matters related to risk management. However, the director of Internal Audit remains partly involved as a member of the Combined Assurance Forum and Compliance Committee and carries the responsibility to report accordingly to the Audit, Risk and Compliance Committee.

IDENTIFICATION AND ASSESSMENT OF RISK

At the beginning of 2014 an extensive consultative process was followed to identify events and actions that could be regarded as potential risks. The likelihood of these events and actions were determined, and their potential impact was assessed in order to ensure that key organisational objectives will be met. Through this process, eighteen strategic risks were identified. In addition, each risk event was also allocated to defined responsibility and accountability positions, and was categorised according to the following main types of risks: strategic, operational, financial, and compliance in the risk register that resulted from the consultative process.

The consultative risk-assessment process resulted in an NWU Framework for Risk Management. This framework not only



provides the backdrop for the management of risks at the university, but also aims at ensuring that the regulatory requirements for corporate governance are sufficiently covered. A distinct purpose with the framework is that it aims at ensuring that sufficient managerial procedures are developed in order to see to continuous assessment of the risk exposure by the university. Of particular importance, is the fact that the framework pursues to increase the value-add of risk management as a strategic tool, and to improve the compliance of the university to the King Code of Good Practice.

On a management level, one of the aims of the 2014 Institutional Plan was to maintain a strong focus on risk management and compliance. Goals by means of which this aim had to be realised, were to see to a sufficient risk-management process and to ensure that risk-management responsibilities became part of the performance agreements of all managers. Another goal was to see to bi-annual risk reports to the Institutional Management Committee and an annual report to the NWU Council.

It is accepted that some risks have direct financial implications and others will not have immediate financial implications. Although these are differentiated from each other as "financial risks" and "non- financial risks", it is accepted that "non-financial risks" might have serious financial implications. In light hereof, these receive equal attention to the so-called financial risks, and are therefore also identified and managed during the risk-management process.

To determine the residual risks, a rating on control effectiveness is also included as a means to determine the priority and level of reporting according to a risk matrix. Due to the risk management process risks that may impact on the realisation of the vision and mission of the university are identified and can be managed.

Risk profiles are controlled within the normal organisational internal control structures and procedures. Despite these structures and procedures, the potential exists that adverse events may occur and will affect the results of normal operations throughout the institution at all levels of activity. The process wishes to firstly, give assurance that the exposure to such specific "risk events" are identified, and secondly, the likelihood of any one of these events occurring, as well as its potential impact, be assessed.

Ratings for impact, probability, control effectiveness and residual risk were developed for application in order to determine the priority of the identified risks and to manage these risks accordingly. Responsible persons are linked to each risk and feedback on the progress to minimise the risk for the university is monitored and updated regularly on the official risk register of the university.

Meanwhile, the university continues to focus, through defined responsibility and accountability for management, on significant risk events, and on conditions and/or risk abatement strategies for identified risk areas.

MANAGEMENT AND CONTROL OF CONSEQUENCES OF RISK (INTERVENTION AND PHYSICAL/FINANCIAL CONTROL)

Potential risk consequences were continuously identified and evaluated during 2014 and, by appropriate management actions the conditions within which such risks arise were accordingly controlled and monitored. Methods of minimising adverse consequences were employed, based on cost-effectiveness analysis. For this reason the risk register is regularly updated.

These measures continue to remain in place, owing to the fact that the proper management of such conditions is a matter of which the governance structures of the university need to be assured and based on which abatement strategies are conceived. The responsibility and accountability for the identification and management of risk events and risk areas are assigned and managed by operational managers and strategic risks are managed by the institutional management committee.



PROF M VERHOEF
INSTITUTIONAL REGISTRAR DESIGNATED



MS M CLAASSENS
CHAIRPERSON: AUDIT, RISK AND
COMPLIANCE COMMITTEE

[ANNUAL FINANCIAL REVIEW]

The purpose of this report is to present a summary of the financial results of the University for 2014 and to provide information regarding the following:

- Budgeting and budgetary control processes;
- Overview of financial achievements

BUDGETING AND BUDGETARY CONTROL PROCESSES

The budgeting process at the NWU is an interactive process whereby different levels of management take ownership of their budgets and participate actively in compiling the budget for the next year, taking into account the trends of the past as well as future goals/plans.

During the past three years the Institutional Budget Committee approved a budget target (compiled by a Budget Task Team with representatives from finances, human capital and academic management) before the budgetary units started with the budgeting process. The approach followed by the Budget Task Team in 2014 compiling the target was similar to the previous year, namely:

The target should not just be a guideline to the budgetary units based on the status quo of the previous year, but should rather steer the NWU towards fully supporting the Institutional Plan.

The Budget Task Team therefore focused again on compiling a target that was based on ratios and the core business (tuition and subsidy) rather than on amounts (the latter being calculated on the basis of income and expenses of the past), with a breakeven budget on a cash-flow basis as goal. The target was therefore compiled per budgetary unit based on ratios (as opposed to using the historical budget/actual as a basis for calculating amounts that are translated into ratios) namely:

- Staff cost to income;
- Operating cost to income;
- Capital cost to income;
- A contribution towards the shared cost of the Institutional Office; and
- A breakeven budget on a cash-flow basis (excluding investment in infrastructure).

The ideal remains that the ratios will be used to steer the NWU towards an ideal combination of income and expenses, not only for the NWU as a whole, but also per budgetary unit AND also on lower levels, with the main purpose of ensuring financial sustainability in the long term for the NWU.

Each budgetary unit (3 campuses and the Institutional Office) takes ownership of its own budget and has a budget committee that oversees the budget process of the budgetary unit. The Institutional Budget Committee (with representatives



from all the budgetary units) is the committee that recommends the budget to the Institutional Management team, which approves the budget and recommends it to the Finance Committee. The Council finally approves the budget at the recommendation of the Finance Committee.

Because the budget process is closely linked to the Institutional Plan and the strategic priorities, all the different levels of management remain involved. In the course of any given year all staff members who deal with finances remain closely involved through the monthly variance reporting structures. Variance reports are monitored up to Institutional Management level on a quarterly basis. Each budgetary unit submits a risk abatement plan during the budget process wherein they indicate their plans to manage identified risks and document the proposed adjustments when financial targets are not met. The budget is reviewed at the end of June as a standard procedure even if no major variances occur. For source of funds (SOF) 2, 3 and 5 only income actually received is allowed to be spent. Minor overspendings are also followed up by the finance offices.

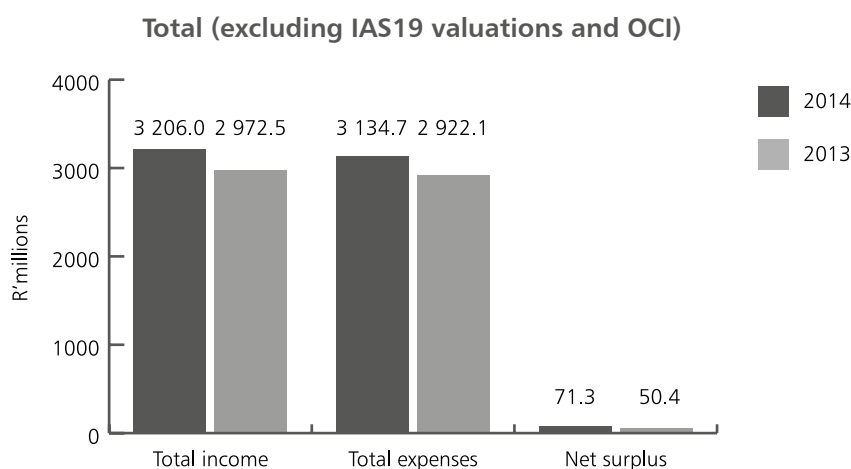
OVERVIEW OF FINANCIAL ACHIEVEMENTS

The financial review for the year ended 31 December 2014 is presented under the following headings:

PROFITABILITY AND GROWTH

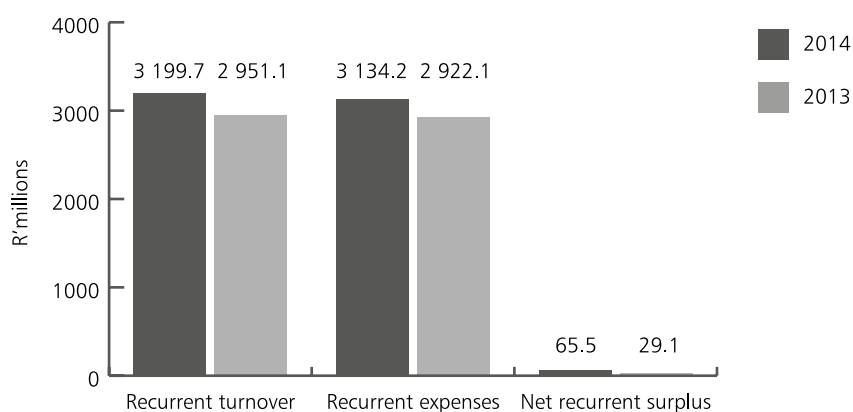
The total income of the University increased by 7,8% to R3 206,0 million (2013: R2 972,5 million), while the total expenses (excluding the effect of IAS19 valuations) increased by 7,3% to a total expenditure of R3 134,7 million for the 2014 financial year (2013: R2 922,1 million). Therefore the surplus for the University's operations (recurrent and non-recurrent) is R71,3 million for 2014 (2013: R50,4 million).

The IAS 19 valuation relating to benefit enhancement of R166,8 million arose due to the NWU Pension Fund Pension Increase Policy which was changed by increasing the threshold rate (the extent to which the investment return on the actuarial value of the assets should be exceeded) from 5,5% to 4,5% per annum in order to increase the CPI target for pension increases from 65% to 90%. The benefit enhancement was valued at R166,8 million and interest of R23 million. The increase in the Fund's liability was funded from the employer surplus account.



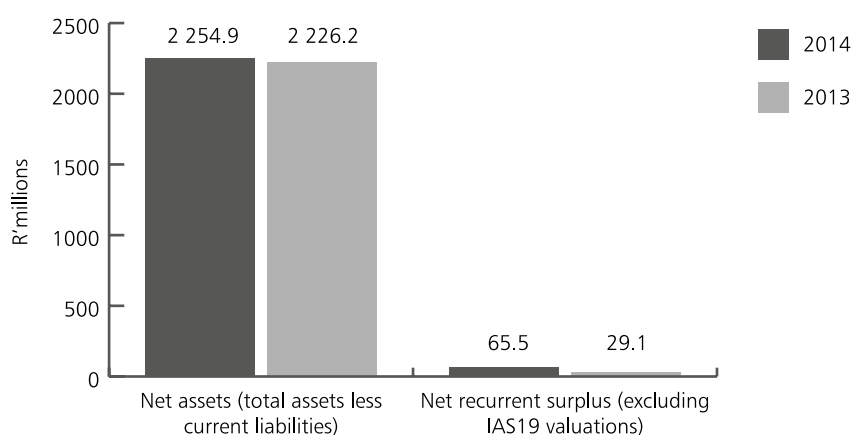
The total income of the University from recurrent activities (excluding disposal of PPE, disposal of investments and other comprehensive income) increased by 8,4% to a total income of R3 199,7 million, while the total expenses from recurrent activities (excluding the effect of IAS19 valuations) increased by 7,3% to a total expenditure of R3 134,2 million for 2014. The surplus for the 2014 financial year from recurrent activities represents 2,0% (2013: 1,0%) of the total recurrent income.

Recurrent activities (excluding IAS19 valuations)



The University's return from recurrent activities (excluding the effect of IAS19 valuations) on capital employed (total assets less current liabilities) increased to 2,9% (2013: 1,3%). This is mainly due to an increase in net assets of 1,3% and an increase in the recurrent surplus.

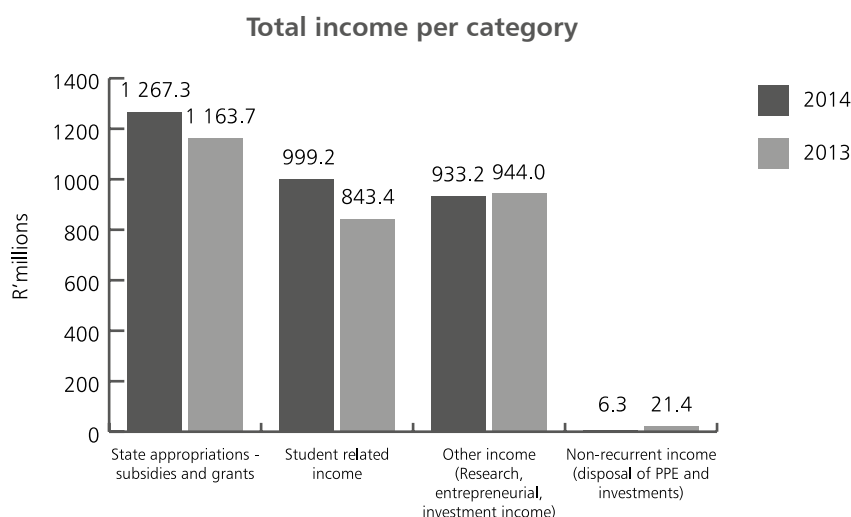
Return on capital employed



Income from state subsidy represents 39,4% (2013: 39,2%) of total income and increased by 8,9% from 2013. Teaching and development, foundation and health grants as well as clinical training grants in the amount of R18,9 million were deferred (2013: R10,7 million).

Tuition fees were increased on average by 10,5% (2013: 10,3%). Student-related income was 18,5% higher than in 2013 (2013: 17,8%). This can largely be attributed to the continuing steady growth in student numbers, as well as an increase in modules enrolled for. The total student-related income represents 31,2% of the total income (2013: 28,4%). Expenses include an amount of R36,8 million written off as irrecoverable and doubtful with regard to student debtors (2013: R24,8 million).





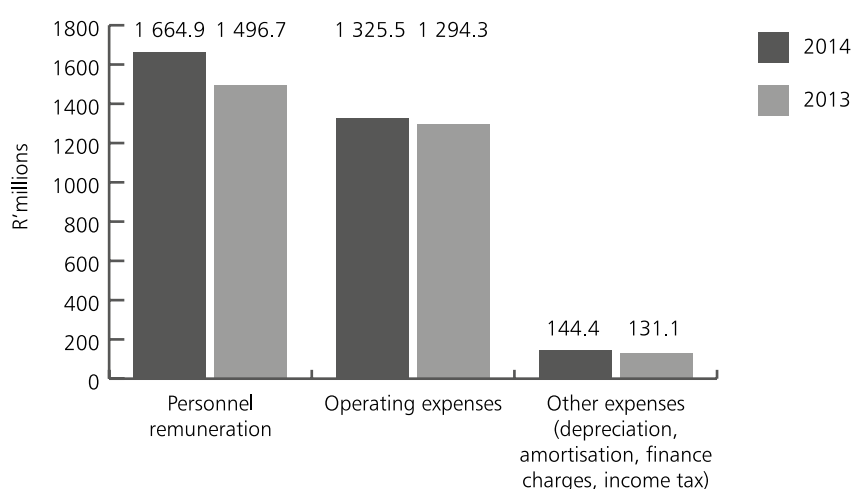
Total expenditure (excluding IAS19 total adjustments) increased by 7,3% (2013: 12,1%).

Personnel remuneration (excluding IAS19 total adjustments) increased by 11,2% (2013: 9,0%) which mainly reflects the 7% COLA adjustment awarded to staff during 2014. The total cost of personnel expenditure for 2014 increased to 51,9% (2013: 50,4%) of total income. The total effect of IAS19 valuations amount to a R152,5 million increase in staff expenses for 2014 (2013: R12,9 million increase).

Operating expenses increased by 2,4% (2013: 16,0%) and represent 41,3% (2013: 43,5%) of total income, which is within the target set of 42%. The relatively low increase is attributable to the implementation of the risk abatement plan necessitated by lower tuition fees, which was promptly introduced to optimise savings. Tight budgetary controls resulted in a heightened awareness regarding savings. Specific expenses, however, increased during 2014, the main items of which are bursaries (R37,1 million) and municipal fees (R16,7 million).

Other expenditure relating to depreciation, amortisation and finance charges increased by 10,1%, which is attributable mainly to depreciation due to the large investment in property, plant and equipment financed via the DHET infrastructure and efficiency earmarked funding project.

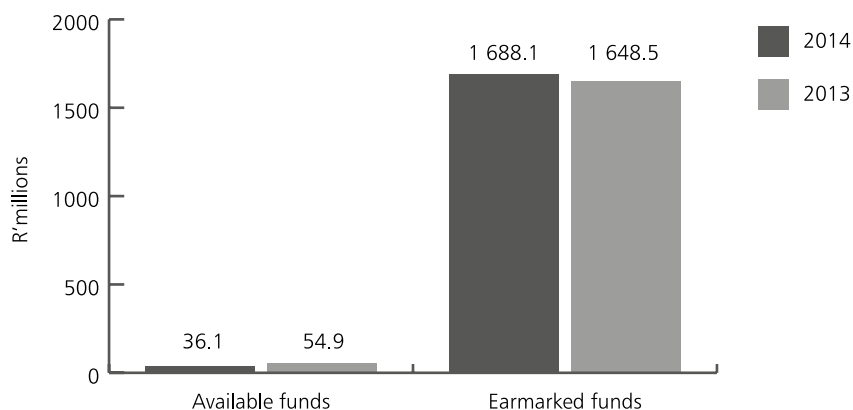
Total expenses per category (excluding total IAS19 adjustments)



The University's equity increased by 1,2% in the 2014 financial year (2013: 20,8%), mainly due to a decrease of R70,0 million in the pension fund's net asset value at 31 December 2014 – per external actuarial valuation in terms of IAS19 (31 December 2013: increase of R194,2 million).

The available funds decreased to 2,1% (2013: 3,2%) of total equity, mainly due to the large investment in PPE via the DHET infrastructure and efficiency earmarked funding and a lower than targeted (3 to 6%) surplus of 2,0% on recurrent activities.

Available funds: Earmarked funds



ADDED VALUE

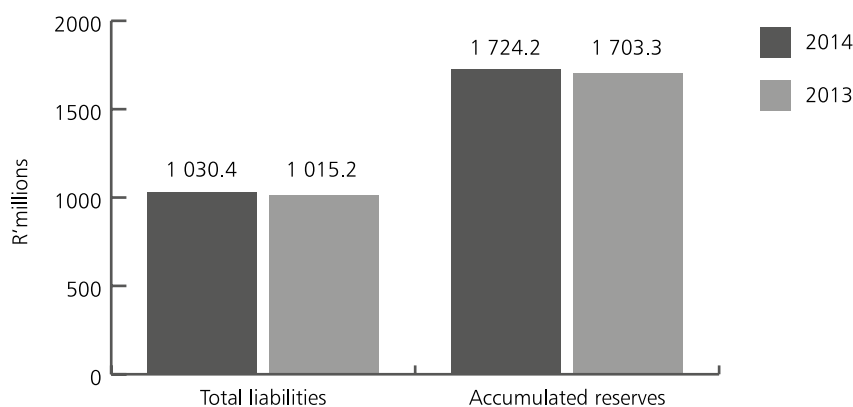
With regard to the University as a tertiary institution with the core business of teaching-learning, research and implementation of expertise (including community service), the NWU again added material value to the economy, in regard to which the following can be highlighted:

- 15 254 (2013: 15 464) students received degrees and diplomas during 2014.
- R165,5 million (2013: R130,7 million) was awarded as bursaries to students from own funds, which represents an increase of 26,7% (2013: 21,7%).
- The cash flow investment in property, plant and equipment amounts to R192,0 million (2013: R209,8 million), which is mainly attributable to the DHET infrastructure and efficiency funding received for the period 2010 – 2012, as well as a new cycle of funding for 2012 – 2015.

SOLVABILITY

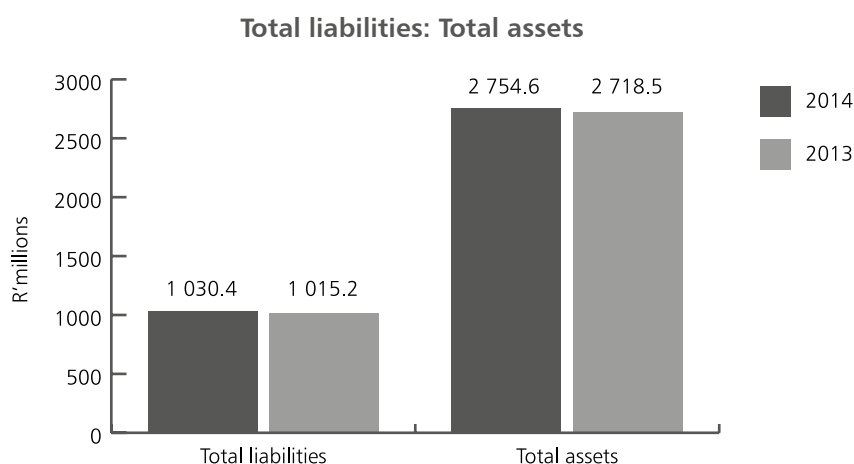
The total liabilities (R1 030,4 million) expressed over accumulated reserves (R1 724,2 million) indicate that the University's ratio of debt to equity remained unchanged at 0,60 (2013: 0,60). This is attributable to an increase of 1,2% (2013: 20,8%) in equity for the reasons explained above, and a similar increase of 1,5% (2013: 8,7%) in liabilities.

Total liabilities: Accumulated reserves



The total liabilities expressed over total assets also remained the same at 0,37 (2013: 0,37) for the year. The total liabilities are therefore still covered 2,68 times (2013: 2,68) by total assets.

Solvency ratios continue to indicate clearly that the University is solvent and able to meet both its long-term and its short-term obligations.

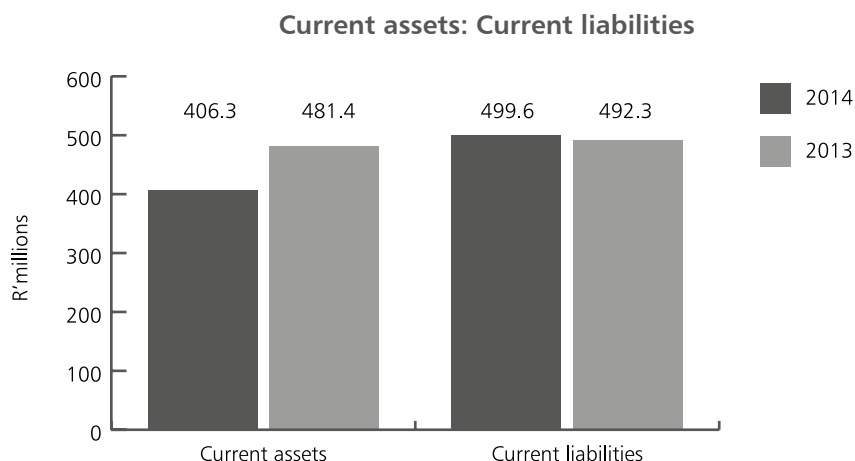


LIQUIDITY

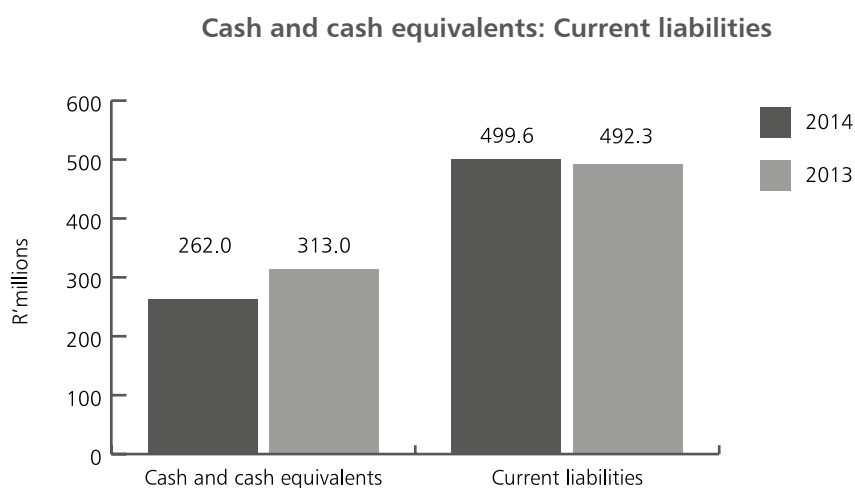
The working capital ratio indicates that the current liabilities are covered 0,81 times (2013: 0,98 times) by the current assets. If the analysis is expressed in rand value, the current assets decreased by R75,1 million for the 2014 financial year, whilst current liabilities for the same period increased by R7,3 million. The main reason for the decrease in the current assets is a decrease in cash and cash equivalents of R51,0 million, which is mainly due to cash that was transferred to long-term investments (which increased by R120,5 million, net of revaluation). Furthermore there was a decrease of 13,5% (2013: increase of 62,2%) in trade and other receivables due to an additional write-off to the amount of R12,0 million regarding irrecoverable and doubtful debt compared to 2013. The net value of working capital, investments and total liabilities was maintained at R325,5 million (2013: R295,3 million).

	2014	2013
	R'million	R'million
Investments	949,6	829,1
Current assets	406,3	481,4
Total liabilities	(1 030,4)	(1 015,2)
Net investments, current assets and total liabilities	325,5	295,3
Capital commitments	(146,5)	(220,8)
Net cash after capital commitments	179,0	74,5

The cash flow situation is monitored closely in order to achieve an optimal balance between long-term and short-term investments to optimise investment income without compromising flow of business.



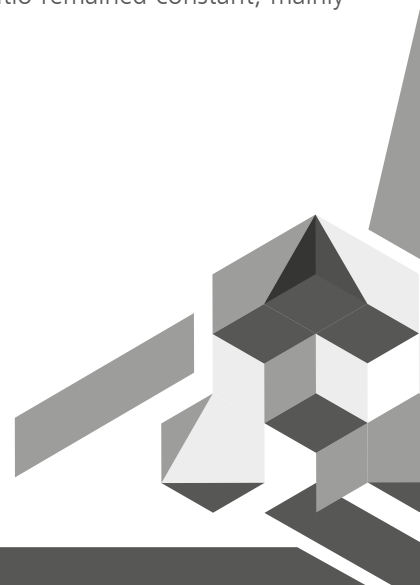
The University's ratio of cash and cash equivalents to current liabilities decreased from 0,64 in 2013 to 0,52 during the 2014 financial year, which was mainly due to the transfer of cash and cash equivalents to long-term investments.



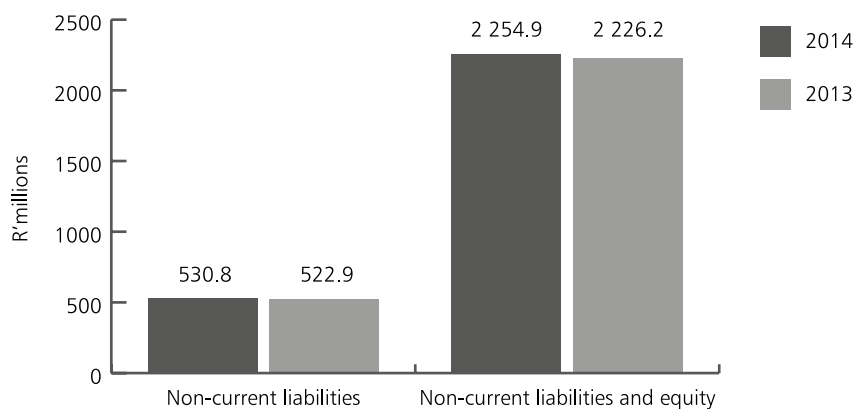
GEARING RATIOS

Gearing ratios analyse the extent to which long-term finance is used as a source of financing. It is a longer-term indication of liquidity.

Non-current liabilities represented 23,5% (2013: 23,5%) of total funds employed. This ratio remained constant, mainly due to equity that remained relatively unchanged, with a slight increase of 1,2%.



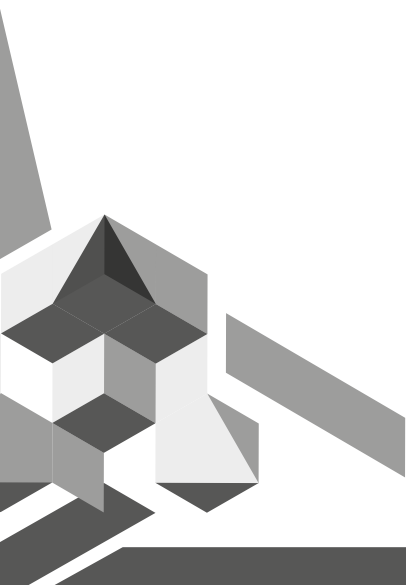
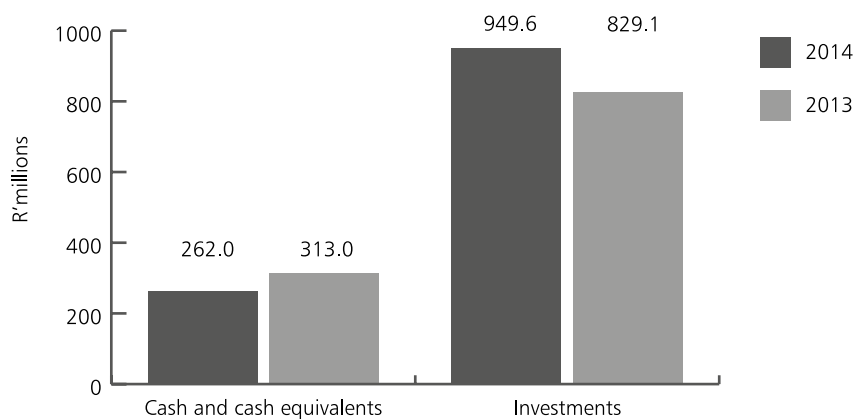
Non-current liabilities: Non-current liabilities and equity



CASH FLOW

The University generated a surplus of R108,9 million for the 2014 financial year, and the net cash flow from operating activities amounted to R134,9 million. The total net cash flow decreased by R51,0 million for the same financial year due to a transfer of cash and cash equivalents to longer term investments and for the investment in property, plant and equipment. For the 2013 financial year the net cash flow increased by R116,5 million. The NWU is still in a viable cash flow situation.

Cash and cash equivalents & Investments



CONCLUSION

The University was able to achieve the following financial goals during the 2014 financial year:

- To increase total assets by 1,3% (2013: 16,0%) by investing the grant for infrastructure received from the Department of Higher Education and Training as well as own funds in property, plant and equipment.
- To maintain a sound solvency position and optimal liquidity levels during the 2014 financial year to ensure that the NWU remains a going concern.
- To increase bursaries awarded to students (bursaries were increased by 26,7%).
- To maintain the dependency on state subsidy income and to remain within the goal of less than 40% while still providing affordable higher education. Income from state subsidy was 39,4% of total income for 2014.

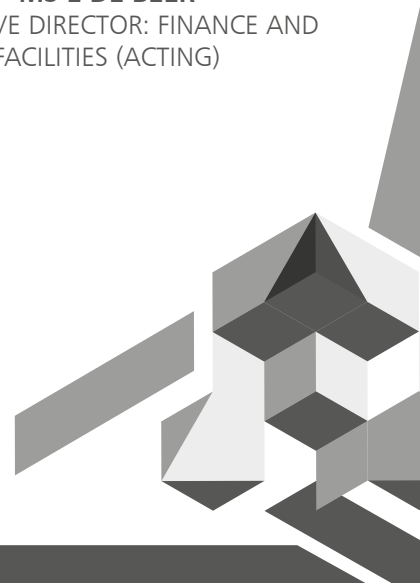
Council and Management are jointly committed to managing the NWU in such a way that the sound financial position will be maintained in 2015. However, it needs to be mentioned that the relatively low increase of 8,9% in our single largest source of income, namely state subsidy, in comparison with our internal inflation rate and a decrease in SOF 3 income (investment income, private gifts and grants as well as sales of goods and services) as a result of wide-spread difficult economic circumstances will remain huge challenges in the near future.



MR F STRYDOM
CHAIRPERSON: FINANCE
COMMITTEE



MS E DE BEER
EXECUTIVE DIRECTOR: FINANCE AND
FACILITIES (ACTING)



[FINANCIAL STATEMENTS]

FOR THE YEAR ENDED 31 DECEMBER 2014

PREPARED IN THE FORMAT REQUIRED BY SECTION 41
OF THE HIGHER EDUCATION ACT (ACT 101 OF 1997, AS AMENDED)

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INSTITUTIONAL OFFICE

Postal address
Private Bag X1290
Potchefstroom
2520
South Africa

STREET ADDRESS

53 Borchard Street
Potchefstroom
2531
South Africa

CAMPUSES

Mafikeng
Potchefstroom
Vaal Triangle

AUDITORS

KPMG Inc.
85 Empire Street
Parktown, JHB
South Africa

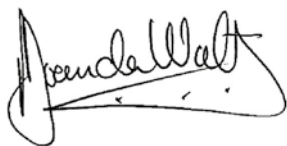
NORTH-WEST UNIVERSITY

COUNCIL'S STATEMENT OF RESPONSIBILITY AND APPROVAL OF THE CONSOLIDATED FINANCIAL STATEMENTS

The Council is responsible for the preparation, integrity and objectivity of the consolidated financial statements and related financial information included in this report, which is a fair presentation of the activities of the University at the end of the financial year. In order to meet this responsibility, they are assisted by management, the Audit, Risk and Compliance Committee of the Council, the Finance Committee of the Council, and the internal auditors of the University. Both the internal and external auditors have unrestricted access to all documents, minutes, records and information and no limitations have been placed on the audits. The external auditors are responsible for reporting on the consolidated financial statements. Internal controls and administrative systems, which have been designed to provide reasonable assurance regarding the integrity of the financial statements and that assets have been protected and transactions carried out in terms of the University's policies and procedures, are in place and are properly maintained on a cost-effective basis.

The consolidated financial statements comply with International Financial Reporting Standards (IFRS), including full and responsible disclosure in accordance with the University's accounting policies and in the manner required by the Minister of Higher Education and Training in terms of Section 41 of the Higher Education Act (Act 101 of 1997 (as amended)). The consolidated financial statements are prepared on the going concern basis and all indications are that the University will continue in existence for the foreseeable future. The accounting policies have been applied consistently and are supported by reasonable and prudent judgements and estimates.

The consolidated financial statements for the year ended 31 December 2014 as set out on pages 6 to 64 have been approved by the Council on 19 June 2015 and are signed on behalf of the Council by:



MR PJ VAN DER WALT
CHAIRPERSON OF COUNCIL
(until 23 September 2014)



MS E DE BEER
EXECUTIVE DIRECTOR: FINANCE AND
FACILITIES (ACTING)



MS I POOLE
CHAIRPERSON OF COUNCIL
(from 23 September 2014 to
18 November 2014)



PROF ND KGWADI
VICE-CHANCELLOR



KPMG Inc
KPMG Crescent
85 Empire Road, Parkview, 2193
Private Bag 2, Parkview, 2122, South Africa

Telephone: +27 (0)11 647 7171
Fax: +27 (0)11 647 8000
Dedex: 372 Johannesburg

Independent Auditor's Report

To Council on North-West University

Report on the financial statements

We have audited the consolidated financial statements of the North-West University as set out on pages 6 to 64, which comprise the consolidated statement of financial position at 31 December 2014, the consolidated statement of comprehensive income, consolidated statement of comprehensive income prepared in terms of the Higher Education Act of South Africa, consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and the notes, which include a summary of significant accounting policies and other explanatory information to the consolidated financial statements.

Council's responsibility for the financial statements

The Council is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, and for such internal control as the Council determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the Public Audit Act of South Africa, the *General Notice* issued in terms thereof and International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, these financial statements present fairly, in all material respects, the consolidated financial position of the North-West University as at 31 December 2014, and its consolidated financial performance and consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa.

I, the undersigned, being a duly qualified auditor in terms of the Public Audit Act of South Africa, have audited the consolidated financial statements of the North-West University for the year ended 31 December 2014.

My opinion is expressed in the report on the financial statements.

Signature of Auditor: [Signature]

For the Council:
Chair: George [Signature]

Executive Director of Finance, HR and IT Services: [Signature]

Other Grouping: [Signature]
Grouping: [Signature]
Grouping: [Signature]
Grouping: [Signature]

I, the undersigned, being a duly qualified auditor in terms of the Public Audit Act of South Africa, have audited the consolidated financial statements of the North-West University for the year ended 31 December 2014.

[Signature]

Report on other legal and regulatory requirements

Public Audit Act requirements

In accordance with the Public Audit Act of South Africa (PAA), and the *General Notice* issued in terms thereof, we report the following findings relevant to the reported performance against predetermined objectives, compliance with laws and regulations as well as internal control. We performed tests to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, we do not express an opinion or conclusion on these matters.

Predetermined objectives

We performed procedures to obtain evidence about the reliability of the information in the Performance assessment report: Ministerial statements on student enrolment planning 2014/15 – 2019/20 as set out on pages 7 to 16 of the Annual Report, and reported thereon to the Council.

The reported performance against predetermined objectives was evaluated against the overall criteria of reliability. The reliability of the information in the reported performance against predetermined objectives is assessed to determine whether it is valid, accurate and complete.

We report that there were no material findings on the Performance assessment report: Ministerial statements on student enrolment planning 2014/15 – 2019/20 concerning the reliability of the information.

Compliance with laws and regulations

We performed procedures to obtain evidence that the entity has complied with applicable laws and regulations regarding financial matters, financial management and other related matters. We did not identify any instances of material non-compliance with specific matters in Higher Education Act of South Africa.

Internal control

We considered internal control relevant to our audit of the financial statements, Performance assessment report: Ministerial statements on student enrolment planning 2014/15 – 2019/20 and compliance with laws and regulations, but not for the purpose of expressing an opinion on the effectiveness of internal control. We did not identify any deficiencies in internal control that we considered sufficiently significant for inclusion in this report.

Other Reports

Investigations

The University undertook various investigations into allegations of irregularities of petty cash expenditure, reimbursive expenditure claims, application of bursary funds and donations by the University. These investigations were in various stages of completion at the date of this report. Investigations completed were assessed and found not to have a material impact on these financial statements.



Audit-related services and special audits

We were engaged to perform the following audit-related services:

- Agreed-upon procedures engagements in connection with the expenditure claimed against Department of Higher Education and Training (DHET) grants awarded to the North-West University as listed below:
 - Clinical Training grant;
 - Veterinary Sciences grant;
 - Ministerial Foundation Funding grant;
 - Research Development grant;
 - Teaching Development grant;
 - Infrastructure and Efficiency grant; and
 - Journal Research Output subsidy claim.
- Agreed-upon procedures engagement in connection with the Higher Education Management Information Systems (HEMIS) Report of the North-West University;
- Agreed-upon procedures engagement in connection with the Electronic Supplementary Data of the North-West University submitted to the DHET;
- Agreed-upon procedures engagement in connection with the expenditure claimed against the European Union Literacy Project grant awarded to the North-West University;
- Agreed-upon procedures engagement in connection with the expenditure claimed against the National Research Foundation (NRF) grants, Scholarships and Grant Deposits awarded to the North-West University;
- Agreed-upon procedures engagement in respect of the Financial Income and Expenditure Statement prepared for the Department of Science and Technology ("DST") relating to the Hydrogen Projects DST/CON 0183/2010 and DST/CON 0165/2012 for the period of 1 April 2014 to 31 March 2015; and
- Reasonable assurance engagement on the Statement of Expenditure for the period 1 January 2014 to 31 December 2014 in accordance with Grant CF-7485, under the Netherlands Initiative for Capacity development in the Higher Education (NICHE) awarded to the North-West University.

KPMG Inc.
Registered Auditor



Per *Maureen Rattigan*
Chartered Accountant (SA)
Registered Auditor
Director
19 June 2015

KPMG Crescent
85 Empire Road
Parktown
Johannesburg
2193

NORTH-WEST UNIVERSITY**CONSOLIDATED STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2014**

CONSOLIDATED STATEMENT OF FINANCIAL POSITION	NOTE	2014 R	2013 R
ASSETS		2 754 556 689	2 718 526 228
NON-CURRENT ASSETS		2 348 246 404	2 237 081 425
PROPERTY, PLANT AND EQUIPMENT (PPE)	6	1 141 840 939	1 079 484 640
INVESTMENT PROPERTIES	7	20 820 106	21 317 351
INTANGIBLE ASSETS	8	950 000	6 246 217
INVESTMENTS	9	949 449 399	828 988 159
EQUITY-ACCOUNTED INVESTEEES	10	152 014	117 922
DEFERRED INCOME TAX ASSETS	35	71 946	48 136
EMPLOYEE BENEFITS	18	234 962 000	300 879 000
CURRENT ASSETS		406 310 285	481 444 803
INVENTORIES	13	19 531 709	24 147 070
TRADE AND OTHER RECEIVABLES	14	124 638 495	144 294 787
INCOME TAX RECEIVABLE		164 770	0
CASH AND CASH EQUIVALENTS	15	261 975 311	313 002 946
EQUITY AND LIABILITIES		2 754 556 689	2 718 526 228
EQUITY	16	1 724 159 983	1 703 317 562
NON-DISTRIBUTABLE RESERVES		1 224 751 566	1 138 082 155
PROPERTY, PLANT AND EQUIPMENT (PPE)		1 090 739 298	1 021 888 080
NON-CURRENT INVESTMENTS REVALUATION		134 012 268	116 194 075
RESERVE FUNDS		498 699 083	564 694 670
RESTRICTED USE FUNDS		227 664 773	208 962 289
STUDENT LOAN FUNDS		573 544	1 716 574
STUDENT RESIDENCES FUNDS		113 895 592	82 883 504
OTHER - EDUCATION AND GENERAL		113 195 637	124 362 211
HELD FOR INVESTMENT IN PPE		37 493 686	47 127 256
UNRESTRICTED-USE FUNDS - EDUCATION AND GENERAL		233 540 624	308 605 125
NON-CONTROLLING INTERESTS		709 334	540 737
NON-CURRENT LIABILITIES		530 757 229	522 866 818
BORROWINGS - INTEREST-BEARING	17	71 352 375	79 297 655
EMPLOYEE BENEFITS	18	459 404 854	433 103 328
DEFERRED INCOME	19	0	10 465 835
CURRENT LIABILITIES		499 639 477	492 341 848
TRADE AND OTHER PAYABLES	20	307 284 566	296 484 783
INCOME TAX PAYABLE		0	40 959
CURRENT PORTION OF BORROWINGS - INTEREST-BEARING	17	12 367 725	11 430 012
CURRENT PORTION OF EMPLOYEE BENEFITS	18	19 860 465	7 540 787
CURRENT PORTION OF DEFERRED INCOME	19	102 328 353	126 285 516
STUDENT DEPOSITS AND PREPAID INCOME	21	57 798 368	50 559 791

The notes on pages 12 to 64 are an integral part of these consolidated financial statements.

NORTH-WEST UNIVERSITY**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2014**

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME	NOTE	2014 R	2013 R
INCOME	22	3 205 994 558	2 972 534 055
REVENUE		3 082 523 480	2 831 295 662
OTHER INCOME		123 471 078	141 238 393
EXPENDITURE		3 286 567 847	2 934 121 443
PERSONNEL REMUNERATION ***	24	1 817 327 467	1 509 646 319
OPERATING EXPENSES	25, 6, 7, 8	1 402 398 212	1 353 465 378
OTHER EXPENSES	28	53 455 332	53 738 288
FINANCE CHARGES	27	13 386 836	17 271 458
NET (DEFICIT)/SURPLUS BEFORE INCOME TAX		(80 573 289)	38 412 612
INCOME TAX EXPENSE	35	632 482	908 543
(DEFICIT)/SURPLUS FOR THE YEAR		(81 205 771)	37 504 069
OTHER COMPREHENSIVE INCOME (OCI)		102 048 192	255 535 101
Items that will not be reclassified to profit and loss		84 230 000	211 975 506
Remeasurements of post-employment benefit obligations			
PENSION FUND - SURPLUS	18, 35	76 730 000	204 430 000
DISABILITY RESERVE FUND - SURPLUS/(DEFICIT)	18, 35	1 464 000	(1 124 000)
HEALTH CARE (MEDICAL) - SURPLUS	18, 35	6 036 000	8 669 506
Items that may subsequently be reclassified to profit and loss		17 818 192	43 559 595
NET FAIR VALUE GAIN ON AVAILABLE-FOR-SALE FINANCIAL ASSETS	9, 35	17 818 192	43 559 595
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		<u>20 842 421</u>	<u>293 039 170</u>
Attributable to:			
- North-West University ((Deficit)/Surplus)		(81 374 368)	37 277 451
- Non-controlling interests (Surplus)		168 597	226 618
- North-West University (OCI)		102 048 192	255 535 101
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		<u>20 842 421</u>	<u>293 039 170</u>

The notes on pages 12 to 64 are an integral part of these consolidated financial statements.

*** TOTAL INCLUDES NON-RECURRENT EXPENSES REGARDING
IAS19 - VALUATION OF EMPLOYEE BENEFITS - CONSISTING OF
BENEFIT ENHANCEMENT & INTEREST (ASSET CEILING)

190 067 000

0

NORTH-WEST UNIVERSITY

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2014

(as required by Section 41 of the Higher Education Act (Act No. 101 of 1997, as amended))

		EDUCATIONAL & GENERAL				STUDENT & STAFF ACCOMMO- DATION: RESTRICTED R	2014 TOTAL R	2013 TOTAL R
		COUNCIL- CONTROLLED: UNRESTRICTED OR DESIGNATED R	SPECIFICALLY FUNDED ACTIVITIES: RESTRICTED R	SUB-TOTAL R				
CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME	NOTE							
	RECURRENT ITEMS							
	INCOME							
	STATE APPROPRIATIONS - SUBSIDIES AND GRANTS	22	46 931 882	23 568 974	70 500 856	33 250 328	103 751 184	17 024 248
	TUITION AND OTHER FEES	23	2 661 729 059	267 293 959	2 929 023 018	270 705 076	3 199 728 094	2 951 145 691
	INCOME FROM CONTRACTS FOR RESEARCH		1 267 269 199	0	1 267 269 199	0	1 267 269 199	1 163 737 723
	FOR OTHER ACTIVITIES		999 210 874	0	999 210 874	0	999 210 874	843 393 019
	SALES OF GOODS AND SERVICES		17 897 295	222 171 357	240 068 652	0	240 068 652	198 158 365
	PRIVATE GIFTS AND GRANTS		17 897 295	220 459 489	238 356 784	0	238 356 784	196 968 941
	SUB-TOTAL		0	1 711 868	1 711 868	0	1 711 868	1 189 424
	INVESTMENT INCOME	26.1	242 917 183	21 896 124	264 813 307	270 705 076	535 518 383	581 755 384
			23 210 153	17 246 219	40 456 372	0	40 456 372	44 251 171
			2 550 504 704	261 313 700	2 811 818 404	270 705 076	3 082 523 480	2 831 295 662
			111 224 355	5 980 259	117 204 614	0	117 204 614	119 850 029
	EXPENDITURE							
PERSONNEL REMUNERATION	24	2 614 797 177	243 724 985	2 858 522 162	237 454 748	3 095 976 910	2 934 121 443	
ACADEMIC PROFESSIONAL		1 539 715 831	54 898 306	1 594 614 137	32 646 330	1 627 260 467	1 509 646 319	
OTHER PERSONNEL		834 929 323	15 473 894	850 403 217	0	850 403 217	798 929 799	
IAS19 - ADJUSTMENTS (EMPLOYEE BENEFITS)		742 379 508	39 424 412	781 803 920	32 646 330	814 450 250	697 775 014	
OTHER CURRENT OPERATING EXPENSES	25	(37 593 000)	0	(37 593 000)	0	(37 593 000)	12 941 506	
CAPITAL EXPENDITURE EXPENSED	28	885 724 682	188 420 610	1 074 145 292	198 397 155	1 272 542 447	1 240 529 977	
DEPRECIATION	6 & 7	52 291 938	517 027	52 808 965	122 430	52 931 395	53 738 288	
AMORTISATION	8	128 609 938	0	128 609 938	0	128 609 938	111 689 574	
SUB-TOTAL		1 245 827	0	1 245 827	0	1 245 827	1 245 827	
FINANCE CHARGES	27	2 607 588 216	243 835 943	2 851 424 159	231 165 915	3 082 590 074	2 916 849 985	
		7 208 961	(110 958)	7 098 003	6 288 833	13 386 836	17 271 458	
NON-RECURRENT ITEMS								
INCOME								
PROFIT ON DISPOSAL OF PPE		(184 419 994)	82 398	(184 337 596)	13 123	(184 324 473)	21 388 364	
PROFIT ON INVESTMENTS		6 170 943	82 398	6 253 341	13 123	6 266 464	21 388 364	
SHARE OF PROFIT OF EQUITY-ACCOUNTED INVESTEEES	26.2	122 053	82 398	204 451	13 123	217 574	15 470 173	
OTHER NON-RECURRENT INCOME	10	6 014 798	0	6 014 798	0	6 014 798	5 120 855	
		34 092	0	34 092	0	34 092	76 095	
		0	0	0	0	0	721 241	
EXPENDITURE								
OPERATING EXPENSES		190 590 937	0	190 590 937	0	190 590 937	0	
IAS19 - BENEFIT ENHANCEMENT & INTEREST (ASSET CEILING)	6	523 937	0	523 937	0	523 937	0	
		190 067 000	0	190 067 000	0	190 067 000	0	
NET (DEFICIT)/SURPLUS BEFORE INCOME TAX		(137 488 112)	23 651 372	(113 836 740)	33 263 451	(80 573 289)	38 412 612	
INCOME TAX EXPENSE	35	632 482	0	632 482	0	632 482	908 543	
(DEFICIT)/SURPLUS FOR THE YEAR		(138 120 594)	23 651 372	(114 469 222)	33 263 451	(81 205 771)	37 504 069	

NORTH-WEST UNIVERSITY
CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2014 (continued)
(as required by Section 41 of the Higher Education Act (Act No. 101 of 1997, as amended))

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME	NOTE	EDUCATIONAL & GENERAL				
		COUNCIL- CONTROLLED: UNRESTRICTED OR DESIGNATED R	SPECIFICALLY FUNDED ACTIVITIES: RESTRICTED R	SUB-TOTAL R	STUDENT & STAFF ACCOMMO- DATION: RESTRICTED R	2014 TOTAL R
						2013 TOTAL R
(DEFICIT)/SURPLUS FOR THE YEAR		(138 120 594)	23 651 372	(114 469 222)	33 263 451	37 504 069
OTHER COMPREHENSIVE INCOME (OCI)		102 048 192	0	102 048 192	0	255 535 101
Items that will not be reclassified to profit and loss		84 230 000	0	84 230 000	0	211 975 506
Remeasurements of post-employment benefit obligations	18, 35	76 730 000	0	76 730 000	0	204 430 000
PENSION FUND - SURPLUS	18, 35	1 464 000	0	1 464 000	0	(1 124 000)
DISABILITY RESERVE FUND - SURPLUS/(DEFICIT)	18, 35	6 036 000	0	6 036 000	0	8 669 506
HEALTH CARE (MEDICAL) - SURPLUS		17 818 192	0	17 818 192	0	43 559 595
Items that may subsequently be reclassified to profit and loss		17 818 192	0	17 818 192	0	43 559 595
NET FAIR VALUE GAIN ON AVAILABLE-FOR-SALE FINANCIAL ASSETS	9, 35	17 818 192	0	17 818 192	0	43 559 595
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		(36 072 402)	23 651 372	(12 421 030)	33 263 451	293 039 170
Attributable to:						
- North-West University ((Deficit)/Surplus)		(138 289 191)	23 651 372	(114 637 819)	33 263 451	37 277 451
- Non-controlling interests (Surplus)		168 597	0	168 597	0	226 618
- North-West University (OCI)		102 048 192	0	102 048 192	0	255 535 101
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		(36 072 402)	23 651 372	(12 421 030)	33 263 451	293 039 170

The notes on pages 12 to 64 are an integral part of these consolidated financial statements.

NORTH-WEST UNIVERSITY
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2014

DESCRIPTION	UNRESTRICTED RESERVE FUNDS	DESIGNATED RESERVE FUNDS	SUB-TOTAL A	RESTRICTED RESERVE FUNDS: DONATIONS & SIMILAR FUNDS	RESTRICTED RESERVE FUNDS: RESEARCH & OTHER (CONTRACTS)	SUB-TOTAL B	RESTRICTED RESERVE FUNDS: STUDENT LOANS	RESTRICTED RESERVE FUNDS: RESIDENCE	FIXED ASSET RESERVE FUND (PPE)	RESERVE FUNDS FOR FIXED ASSETS: ADDITIONS & RENEWALS	AVAILABLE- FOR-SALE/ REVALUATION RESERVE	SUB-TOTAL C	TOTAL	NON- CONTROLLING INTEREST	TOTAL EQUITY
	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R
BALANCE AT 31 DECEMBER 2012	29 964 216	142 211 841	172 176 057	27 285 324	89 715 555	117 000 879	1 696 311	48 662 495	927 066 213	70 727 837	72 634 480	1 120 787 338	1 409 964 275	314 119	1 410 278 391
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	0	199 077 118	199 077 118	4 982 775	23 438 094	28 420 869	20 263	21 734 707	0	0	43 559 595	65 314 565	292 812 553	226 618	293 039 170
SURPLUS/(DEFICIT) FOR THE YEAR	0	(12 898 388)	(12 898 388)	4 982 775	23 438 094	28 420 869	20 263	21 734 707	0	0	0	21 754 970	37 277 451	226 618	37 504 069
OTHER COMPREHENSIVE INCOME	0	211 975 506	211 975 506	0	0	0	0	0	0	0	43 559 595	43 559 595	255 535 101	0	255 535 101
TRANSFERS	8 427 371	(71 075 421)	(62 648 050)	(950 316)	(20 109 222)	(21 059 537)	0	12 486 302	94 821 867	(23 600 582)	0	83 707 588	0	0	0
BALANCE AT 31 DECEMBER 2013 (note 16)	38 391 587	270 213 538	308 605 125	31 317 784	93 044 427	124 362 211	1 716 574	82 883 503	1 021 888 080	47 127 255	116 194 076	1 269 809 491	1 702 776 825	540 737	1 703 317 562
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	0	(54 059 191)	(54 059 191)	1 308 454	23 485 948	24 794 402	(1 143 030)	33 263 451	0	0	17 818 192	49 938 613	20 673 823	168 597	20 842 421
SURPLUS/(DEFICIT) FOR THE YEAR	0	(138 289 191)	(138 289 191)	1 308 454	23 485 948	24 794 402	(1 143 030)	33 263 451	0	0	0	32 120 421	(81 374 368)	168 597	(81 205 771)
OTHER COMPREHENSIVE INCOME	0	84 230 000	84 230 000	0	0	0	0	0	0	0	17 818 192	17 818 192	102 048 192	0	102 048 192
TRANSFERS	(1 172 881)	(19 832 429)	(21 005 310)	1 648 049	(37 609 025)	(35 960 976)	0	(2 251 362)	68 851 218	(9 633 569)	0	56 966 287	0	0	0
BALANCE AT 31 DECEMBER 2014 (note 16)	37 218 706	196 321 918	233 540 624	34 274 287	78 921 350	113 195 637	573 544	113 895 592	1 090 739 298	37 493 686	134 012 268	1 376 714 393	1 723 450 649	709 334	1 724 159 983

The notes on pages 12 to 64 are an integral part of these consolidated financial statements.

NORTH-WEST UNIVERSITY**CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2014**

CONSOLIDATED STATEMENT OF CASH FLOWS	NOTE	2014 R	2013 R
CASH FLOWS FROM OPERATING ACTIVITIES	29	134 898 665	67 692 687
INVESTMENT INCOME LESS COST OF FINANCE		109 832 576	107 699 426
INTEREST RECEIVED	26.3	117 657 263	119 997 871
DIVIDENDS RECEIVED	26.3	5 562 149	4 973 013
INTEREST PAID	27	(13 386 836)	(17 271 458)
NET CASH FROM OPERATING ACTIVITIES		244 731 241	175 392 113
CASH FLOWS FROM INVESTING ACTIVITIES		(288 751 309)	(52 377 438)
PURCHASES OF PROPERTY, PLANT & EQUIPMENT	6	(191 967 968)	(209 771 792)
PROCEEDS FROM SALE OF PROPERTY, PLANT & EQUIPMENT	6	1 716 551	20 571 046
PROCEEDS/(PURCHASES) OF INTANGIBLE ASSETS	8	4 050 390	(171 826)
(PURCHASES)/PROCEEDS OF NON-CURRENT INVESTMENTS		(102 550 282)	136 995 134
CASH FLOWS FROM FINANCING ACTIVITIES		(7 007 567)	(6 507 045)
PAYMENTS OF INTEREST-BEARING BORROWINGS	17	(7 007 567)	(6 507 045)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		(51 027 635)	116 507 630
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR		313 002 946	196 495 316
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	15	261 975 311	313 002 946

The notes on pages 12 to 64 are an integral part of these consolidated financial statements.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. GENERAL INFORMATION

STRUCTURE OF THE UNIVERSITY

1.1 Legal persona and country of registration

The University is a legal person in the Republic of South Africa and is regulated by the Higher Education Act 101 of 1997, as amended by Act 54 of 2000.

1.2 Nature of business, operations and main activities

The operations and main activities of the University are education, research and community service, based on its vision and mission.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

2.1 Basis of preparation

These consolidated financial statements are presented in rand, which is the University's functional currency and are prepared in accordance with International Financial Reporting Standards ('IFRS') as issued by the International Accounting Standards Board. The consolidated financial statements are also in accordance with the requirements set by the Minister of Higher Education and Training in terms of Section 41 of the Higher Education Act (Act 101 of 1997 (as amended)).

The consolidated financial statements are prepared on a going concern basis under the historical cost convention, as modified by:

- Electing to carry financial assets at fair value through profit or loss;
- measuring investments recognised as available for sale at fair value; and
- valuing post-employment and disability benefit obligations by using the projected unit credit method.

Management is of the opinion that the University has adequate resources to continue with operational activities for the foreseeable future and therefore will continue to adopt the going concern basis in preparing its consolidated financial statements.

The preparation of consolidated financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements, are disclosed in note 4.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.1 Basis of preparation (continued)

(a) Standards, amendments and interpretations effective in 2014 and adopted by the University

There are no standards, amendments and interpretations effective in 2014 and adopted by the University.

(b) Standards, amendments to and interpretations of existing standards that are not yet effective and have not been adopted early by the University

- **IFRS 9, 'Financial instruments'**, addresses the classification, measurement and recognition of financial assets and financial liabilities. The complete version of IFRS 9 was issued in July 2014. It replaces the guidance in IAS 39 that relates to the classification and measurement of financial instruments. IFRS 9 retains but simplifies the mixed measurement model and establishes three primary measurement categories for financial assets: amortised cost, fair value through OCI and fair value through profit or loss. The basis of classification depends on the entity's business model and the contractual cash flow characteristics of the financial asset. Investments in equity instruments are required to be measured at fair value through profit or loss with the irrevocable option at inception to credit losses model that replaces the incurred loss impairment model used in IAS 39.

For financial liabilities there were no changes to classification and measurement except for the recognition of changes in own credit risk in other comprehensive income, for liabilities designated at fair value through profit or loss. IFRS 9 relaxes the requirements for hedge effectiveness by replacing the bright line hedge effectiveness tests. It requires an economic relationship between the hedged item and hedging instrument and for the 'hedged ratio' to be the same as the one management actually use for risk management purposes. Contemporaneous documentation is still required but is different to that currently prepared under IAS 39. The standard is effective for accounting periods beginning on or after 1 January 2018. Early adoption is permitted. The University is yet to assess IFRS 9's full impact.

- **IAS 1, 'Presentation of Financial Statements'**. The IASB has issued amendments as part of its major initiative to improve presentation and disclosure in financial reports. The amendments are designed to further encourage companies to apply professional judgement in determining what information to disclose in their financial statements. For example, the amendments make clear that materiality applies to the whole of financial statements and that the inclusion of immaterial information can inhibit the usefulness of financial disclosures. Furthermore, the amendments clarify that companies should use professional judgement in determining where and in what order information is presented in the financial disclosures. The amendments to IAS 1 can be applied immediately, and become mandatory for annual periods beginning on or after 1 January 2016.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.2 Basis of consolidation

All the different components, including the institutes, bureaux, companies and educational units of the University, as well as the results, assets and liabilities of the Institutional Office and of the Mafikeng, Potchefstroom and Vaal Triangle Campuses, are included in the consolidated financial statements.

(a) Subsidiaries

Subsidiaries are entities controlled by the University. The University controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

Subsidiaries are fully consolidated from the date on which control commences until the date on which control ceases.

When the University loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any non-controlling interests (NCI) and other components of equity. Any resulting gain or loss is recognised in the statement of comprehensive income.

The University applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities assumed to the former owners of the acquiree and the equity interests issued. The consideration does not include amounts related to the settlement of pre-existing relationships. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Subsequent changes in the fair value of the contingent consideration are recognised in the statement of comprehensive income. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. The University recognises any non-controlling interest in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of the acquiree's identifiable net assets.

Acquisition-related costs are expensed as incurred.

Goodwill is initially measured as the excess of the aggregate of the consideration transferred and the fair value of the non-controlling interest over the net identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the gain on a bargain purchase is recognised in surplus or deficit.

Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the University.

The following subsidiaries have been included in the consolidated financial statements:

- Molopo Sun (Pty) Ltd
- Opencollab (Pty) Ltd
- PUK Kanselierstrust
- PUK Ontwikkelingstrust (incorporated association not for gain)

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.2 Basis of consolidation (continued)

(b) Associates

Associates are all entities over which the University has significant influence but not control or joint control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting. Under the equity method, the investment is initially recognised at cost (which includes transaction costs), and the carrying amount is increased or decreased to recognise the University's share of the profit or loss and OCI of the equity-accounted investee after the date of acquisition. The University's share of post-acquisition profit or loss is recognised in surplus or deficit.

(c) Transactions eliminated on consolidation

Inter-company transactions, balances, income and expenses on transactions are eliminated. Surpluses and deficits resulting from inter-company transactions that are recognised in assets are also eliminated.

2.3 Property, plant and equipment (PPE)

- 2.3.1 Property, plant and equipment is stated at historical cost less accumulated depreciation and impairment losses, except for donations of assets that are initially recorded at fair value less depreciation. Fair value is considered as deemed cost. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in an asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to surplus or deficit during the financial period in which they are incurred.

- 2.3.2 Land and buildings comprise mainly lecture halls, laboratories, hostels and administrative buildings. Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to depreciate the depreciable amount, which is the difference between their cost and their residual values, over their estimated useful lives, as referred to below.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (note 2.8).

Gains and losses on disposals of property, plant and equipment are determined by comparing the proceeds with the carrying amount and are recognised in surplus or deficit.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.3 Property, plant and equipment (PPE) (continued)

CATEGORY	PERCENTAGE PER ANNUM	USEFUL LIFE
Land	0,0%	: Utilisation is unlimited.
Buildings	2,0%	: The useful life is estimated at 50 years.
Computer equipment	33,3%	: The useful life is estimated at 3 years.
Servers and printers	20,0%	: The useful life is estimated at 5 years.
Laboratory equipment	15,0%	: The useful life is estimated at 6,67 years.
Specialised equipment	20,0%	: The useful life is estimated at 5 years.
Furniture	10,0%	: The useful life is estimated at 10 years.
Vehicles	33,3%	: The residual value of the vehicle pool is estimated at 65% after three years, which is the average replacement term of vehicles.
Synthetic hockey field (carpet)	12,5%	: The useful life is estimated at 8 years.
Synthetic hockey field (base)	2,0%	: The useful life is estimated at 50 years
Assets less than R3 000	33,3%	: The useful life is estimated at 3 years.

2.3.3 Actual improvements to buildings are capitalised when it is probable that future economic benefits exceeding the originally estimated performance standard of the existing asset will flow to the business. Routine maintenance with regard to buildings and equipment are charged to surplus or deficit as incurred.

2.3.4 Costs relating to library books are expensed.

2.4 Investment properties

Investment properties, principally comprising land and buildings, are held for long-term capital appreciation and rental yields and are not occupied by the University. Investment properties are carried at cost less impairment losses and depreciation.

Depreciation on investment properties is calculated using the straight-line method to allocate their cost to their residual value over the estimated useful life of 50 years.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.5 Intangible assets

Computer software (Licences and other)

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised over their estimated useful lives of three to five years.

Costs associated with maintaining computer software programmes (including annual licence fees) are recognised as an expense as incurred. Development costs that can be measured reliably and are directly attributable to the design and testing of identifiable and unique software products controlled by the University, and that will probably generate economic benefits exceeding costs beyond one year, are recognised as intangible assets. Directly attributable costs that are capitalised as part of the software product include the software development employee costs and an appropriate portion of relevant overheads.

Other development expenditure that does not meet the criteria is recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

When capitalised, intangible assets are initially recognised at cost. These costs are amortised on a straight-line basis as follows:

- Computer software – Licences 20% : The useful life is estimated at 5 years.
- Computer software – Other 20% : The useful life is estimated at 5 years.

Goodwill

Goodwill arises on the acquisition of subsidiaries and represents the excess of the consideration transferred over the University's interest in net fair value of the net identifiable assets, liabilities and contingent liabilities of the acquiree and the fair value of the non-controlling interest in the acquiree.

For the purpose of impairment testing, goodwill acquired is allocated to each of the cash-generating units that is expected to benefit from the combination. Each unit to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes. Goodwill is monitored at the operating segment level.

Separately recognised goodwill is carried at cost less impairment losses and goodwill impairment reviews are undertaken annually. The carrying value of goodwill is compared to the recoverable amount, which is the higher of the cash generating unit's (CGU's) value in use and the fair value less costs of disposal. Any impairment is recognised immediately as an expense and is not subsequently reversed.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.6 Impairment of non-financial assets

Intangible assets not ready for use are not subject to amortisation and are tested annually for impairment. Assets that are subject to depreciation/amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are largely independent cash flows (cash-generating units). Prior impairments of non-financial assets (other than goodwill) are reviewed for possible reversal at each reporting date.

2.7 Foreign currency translation

Functional and presentation currency

Items included in the financial statements of each of the University's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The consolidated financial statements are presented in South African rand (R), which is the University's presentation currency.

Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in surplus or deficit.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the statement of comprehensive income within 'finance income or cost'. All other foreign exchange gains and losses are presented in the statement of comprehensive income within 'other (losses)/gains – net'.

Changes in the fair value of monetary securities denominated in foreign currency classified as available-for-sale are analysed between translation differences resulting from changes in the amortised cost of the security and other changes in the carrying amount of the security. Translation differences related to changes in amortised cost are recognised in surplus or deficit, and other changes in carrying amount are recognised in other comprehensive income.

Translation differences on non-monetary financial assets and liabilities such as equities held at fair value through profit or loss are recognised in surplus or deficit as part of the fair value gain or loss. Translation differences on non-monetary financial assets such as equities classified as available-for-sale are included in other comprehensive income.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.8 Financial assets

Classification

The University classifies its financial assets in the following categories: at fair value through profit or loss, receivables, held-to-maturity and available-for-sale. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

(a) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are financial assets held-for-trading. A financial asset is classified in this category if acquired principally for the purpose of selling it in the short term. Derivatives are also categorised as held-for-trading unless they are designated as hedges. Assets in this category are classified as current assets if expected to be settled within 12 months; otherwise, they are classified as non-current. The University's financial assets classified in this category are foreign exchange contracts and ALSI future contracts (refer to note 9).

(b) Receivables

Receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for receivables with maturities greater than 12 months after the end of the reporting date. These are classified as non-current assets. The University's receivables comprise the following in the statement of financial position:

- Money-market and other investments (refer to note 9);
- Trade and other receivables (refer to note 14); and
- Cash and cash equivalents (refer to note 15).

(c) Held-to-maturity

Held-to-maturity investments are investments with fixed or determinable payments and a fixed maturity date. Other than receivables originated by the enterprise, the positive intent and ability of the enterprise is to hold the investment to maturity. The University's held-to-maturity investments include capital bonds (refer to note 9).

(d) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless the investment matures or management intends to dispose of it within 12 months of the end of the reporting date. The University's financial assets classified in this category comprise unlisted shares that do not qualify as an investment in an associate, listed shares and foreign investments (refer to note 9).

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.8 Financial assets (continued)

Recognition and measurement

Regular purchases and sales of financial assets are recognised on the trade date – the date on which the University commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value, and transaction costs are expensed in surplus or deficit. Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the University has transferred substantially all risks and rewards of ownership. Available-for-sale financial assets and financial assets at fair value through profit or loss are subsequently carried at fair value. Receivables and held-to-maturity investments are subsequently carried at amortised cost using the effective interest method.

Gains or losses arising from changes in the fair value of the 'financial assets at fair value through profit or loss' category are presented in surplus or deficit in the period in which they arise. Dividend income from financial assets at fair value through profit and loss is recognised in the statement of comprehensive income as part of the other income when the University's right to receive payments is established.

Changes in the fair value of monetary and non-monetary securities classified as available-for-sale are recognised in other comprehensive income.

When securities classified as available-for-sale are sold or impaired, the accumulated fair value adjustments are reclassified to surplus or deficit.

Interest on available-for-sale securities calculated using the effective interest method is recognised in surplus or deficit as part of other income. Dividends on available-for-sale equity instruments are recognised in surplus or deficit as part of other income when the University's right to receive payments is established.

The fair values of quoted investments are based on current bid prices. If the market for a financial asset (and for unlisted securities) is not active, the University establishes fair value by using valuation techniques. These include the use of recent arm's length transactions, reference to other instruments that are substantially the same, discounted cash flow analysis, and option pricing models making maximum use of market inputs and relying as little as possible on entity-specific inputs.

Impairment of financial assets

The University assesses at the end of each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired.

In the case of equity investments classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is also evidence that the assets are impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in surplus or deficit – is removed from equity and recognised in surplus or deficit. Impairment losses recognised in the statement of comprehensive income on equity instruments are not reversed through the statement of comprehensive income.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.8 Financial assets (continued)

Impairment of financial assets (continued)

Equity investments measured at amortised cost – for the receivables category, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the asset's original effective interest rate. The carrying amount is reduced and the amount of the loss is recognised in the statement of comprehensive income. For a held-to-maturity investment the University, as a practical expedient, measures impairment on the basis of an instrument's fair value using an observable market price.

An impairment loss in respect of an equity-accounted investee is measured by comparing the recoverable amount of the investment with its carrying amount. An impairment loss is recognised in the statement of comprehensive income, and is reversed if there has been a favourable change in the estimates used to determine the recoverable amount.

Impairment testing of trade receivables is described in note 2.12.

2.9 Derivative financial instruments

Certain derivatives are accounted for at fair value through profit or loss. Changes in the fair value of these derivatives are recognised immediately in surplus or deficit.

2.10 Inventories

Inventories are measured at the lower of cost or net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less the cost of completion and applicable variable selling expenses.

Cost of inventory is determined by the following methods:

- 2.10.1 Central warehouse, trade, cafeteria and residence inventories are stated at the weighted average cost.
- 2.10.2 Fuel inventories are calculated according to the first-in, first-out (FIFO) method.
- 2.10.3 Printed publications are stated at the weighted average purchase price.
- 2.10.4 Veterinary health is stated at the weighted average purchase price.

Provision for obsolete and slow-moving stock is made where applicable.

2.11 Cash and cash equivalents

In the consolidated statement of cash flows, cash and cash equivalents include cash on hand, deposits held at call with banks and investments in money-market instruments.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.12 Trade and other receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less impairment allowances. An impairment allowance for trade receivables is established when there is objective evidence that the University will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments (90 days and more overdue) are considered indicators that the trade receivable is impaired. The amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in surplus or deficit within operating expenses. When a trade receivable is uncollectible, it is written off against the allowance account for trade receivables. Subsequent recoveries of amounts previously written off are credited against operating expenses in surplus or deficit.

2.13 Equity – reserve funds

The accumulated funds are subdivided on the basis of their employability between restricted and unrestricted funds.

Unrestricted funds – Council-controlled

Unrestricted and designated funds relate to funds over which the Council of the University has absolute legal control and discretion. Designated funds are unrestricted income which the Council has designated for purposes that it deems fit. Decisions in this regard can always be changed at the discretion of Council. The Council-controlled segment predominantly represents the teaching component of the University. It reflects the University's subsidised activities and comprises mainly formula subsidy, tuition fees, sales of goods and services and investment income.

Restricted funds

Specifically purposed income (restricted) relates to funds that have been provided in terms of legally enforceable requirements of the purpose for which they may be expended. This may result from a contract, a condition of a grant, a bequest or a condition stipulated in a notarial deed of donation. Council has no discretion or control in this regard, but retains an oversight role in regard to ensuring that expenditure is in accordance with the mandate received from funders.

Student and staff accommodation

The student housing segment relates to the provision of accommodation to students (residences).

Fixed asset reserve

These are funds utilised for acquisition of property, plant and equipment (PPE).

Revaluation reserve

The revaluation reserve reflects the fair value changes in available-for-sale investments.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.14 Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in surplus or deficit over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the University has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

2.15 Employee benefits

2.15.1 Pension obligations

The University has both defined benefit and defined contribution plans. A defined-contribution plan is a pension plan under which the University pays fixed contributions into a separate entity. The University has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plan is a pension plan that is not a defined-contribution plan. Typically defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

Defined-benefit plans

Retirement-benefit costs are provided in accordance with defined-benefit plans, which include the North-West University Pension Fund and the Associated Institutions Pension Fund. The North-West University Pension Fund has two fixed-benefit options, only available to members who changed from the Associated Institutions Pension Fund to the North-West University Pension Fund on 1 January 1995 – closed options.

The net obligation recognised in the statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting date less the fair value of plan assets, together with adjustments for unrecognised past-service costs. The defined benefit obligation is calculated annually by qualified independent actuaries, using the projected unit credit method.

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of government corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation.

Actuarial gains and losses arising from experience adjustments, changes in actuarial assumptions and amendments to pension plans are charged or credited to equity in other comprehensive income in the period in which they arise.

Current service cost is recognised as a term expenditure in current surplus or deficit and is matched with the benefit received during the working life of the employee. This includes the expenditure for benefits received by the employee who is currently in service, as well as the funding of costs for this employee when the person is no longer in service.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.15 Employee benefits (continued)

2.15.1 Pension obligations (continued)

Defined-benefit plans (continued)

Past service cost, experience adjustments, the effect of changes in actuarial assumptions and the effect of plan changes are immediately recognised in surplus or deficit. The present value of the effect of the amended benefits is determined and recognised as income or expenditure in the period during which the plan change is made.

Defined-contribution plan

Retirement-benefit costs are provided in terms of a defined-contribution plan (North-West University Pension Fund). The North-West University Pension Fund has a fixed-contribution plan with a defined-benefit guarantee for all new enrolments since 1 January 1995. A fourth option was introduced on 1 January 2004 for all new members of the fund. The contributions to the defined-contribution plan are recognised as expenditure in the relevant period in which the liability arises, and the liability is thus matched with the benefit received by the employee during his/her working life.

2.15.2 Disability obligations

The disability benefits are provided in accordance with the rules of the North-West University Disability Reserve Fund that was established on 1 January 1995.

The objective of the fund is to provide disability benefits to the members of the North-West University Pension Fund. After a waiting period of 6 months, a member who is disabled receives a disability income equal to 82,5% of the member's monthly salary, subject to a maximum disability income benefit as determined by the Trustees. The income is reduced by the member's contributions towards the North-West University Pension Fund. The disability income will continue to age 65 or to earlier recovery.

The asset recognised in the statement of financial position is the fair value of plan assets less the present value of the liabilities at the end of the reporting date. This is calculated annually by qualified independent actuaries using the projected unit credit method and discounting the estimated future cash outflows using interest rates of government corporate bonds that are denominated in the currency in which the benefits will be paid.

Actuarial gains and losses arising from experience adjustments, changes in actuarial assumptions and amendments are charged or credited to surplus or deficit in the period in which they occur.

2.15.3 Post-employment medical benefits

The current service costs of post-retirement benefits over and above pension funds are recognised as term expenditure are matched with the benefit received during the working life of the employee and include the funding costs for when employees are no longer employed. Actuarial gains and losses arising from experience adjustments, and changes in actuarial assumptions are charged to surplus or deficit during the period in which these changes arise. The liability is calculated according to actuarial assumptions to determine the current value of the estimated future costs of the benefits – by means of the projected unit credit method.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.15 Employee benefits (continued)

2.15.3 Post-employment medical benefits (continued)

The effect of plan changes in respect of retired employees is determined as the present value of the effect of the changed benefits and is recognised as an expenditure during the period in which the change is made to the provisions of the retirement-benefit plan.

2.15.4 Termination benefits

Termination benefits are payable when employment is terminated by the University before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The University recognises termination benefits when it is demonstrably committed to a termination when the University has a detailed formal plan to terminate the employment of current employees without possibility of withdrawal. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the reporting date are discounted to their present value.

2.15.5 Bonus plans

The University recognises a liability and an expense for bonuses. The University recognises a provision where contractually obliged or where there is a past practice that has created a constructive obligation.

2.15.6 Accumulated annual leave

Employee entitlements to annual leave are in accordance with the conditions of service of the employees with leave accruing to them as a result of services rendered. These include annual leave as well as accumulated leave.

2.16 Trade and other payables

Trade payables are obligations to pay for goods or services that have been acquired from suppliers in the ordinary course of business. Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

2.17 Income recognition

Income is measured at the fair value of the consideration received or receivable, and represents amounts receivable for the sale of goods and services in the ordinary course of the University's activities. Revenue is shown net of value-added tax (as applicable), returns, rebates and discounts and after eliminating sales within the group.

Income is recognised when the amount of revenue can be reliably measured, when it is probable that future economic benefits will flow to the entity and when specific criteria have been met for each of the University's activities as described below. The amount of revenue is not considered to be reliably measurable until all contingencies relating to the sale have been resolved. The University bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.17 Income recognition (continued)

The accounting policy regarding the elements of gross income includes the following:

- 2.17.1 State subsidy is recognised as income over the periods that are required to systematically match the income with the related expenditure for which it is intended. State subsidy for the acquisition of fixed property and infrastructure is credited against the cost of the relevant item of property, plant and equipment.
- 2.17.2 Tuition fees, residence fees and other income are recognised as the service and products are rendered, in accordance with the percentage-of-completion method. It is based on the services performed to date as a percentage of the total services to be performed by the University.
- 2.17.3 Research money is dealt with as follows:
 - Income is recognised when received. Funds not used until some specified future period or occurrence are deferred to deferred income and released as the criteria are met and the University becomes entitled to the funds; and
 - the expenditure is accounted for when incurred and is not deferred over the term of the specific research.
- 2.17.4 Dividends are recognised as income on the last day of registration with regard to listed shares and when it is declared in the case of unlisted shares. Interest is recognised on a time-proportion basis, which takes into account the effective return on the asset.
- 2.17.5 Donations received are recognised at the fair value on the date of the donation.
- 2.17.6 Rental received is recognised over the lease term on a straight line basis.

2.18 Leases

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to surplus or deficit on a straight-line basis over the period of the lease.

2.19 Research and development costs

- 2.19.1 Research expenditure, as mentioned above, is recognised as an expense in the year when incurred. This includes all expenditure directly related to research and development activities.
- 2.19.2 Development costs, which are inherent in the operating activities of the University, are capitalised when future economic benefits will flow to the University and when the cost can be measured reliably. However, development costs initially recognised as an expense are not recognised as an asset in a subsequent period. Development costs that have been capitalised are amortised from the date the asset is in the condition and location to be used as intended by management.

2.20 Borrowing costs (finance charges)

General and specific borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are capitalised as part of the cost, until such time as the assets are substantially ready for their intended use or sale. All other borrowing costs are recognised as expenditure in the period in which they are incurred.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. FINANCIAL RISK MANAGEMENT

The University's activities expose it to a variety of financial risks: market risk (including currency risk, price risk, cash flow interest rate risk and fair value interest rate risk), credit risk and liquidity risk.

The University's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the University's financial performance.

Council delegated the responsibility of the process of risk management to the Audit, Risk and Compliance Committee. This Committee reports key risks to Council twice per year.

The risk approach of the University is based on the following definition of risk: "Risk can be defined as a potential threat or possibility that an action or event will adversely affect an organisation's ability to achieve its objectives". The University's approach is to balance opportunities and risks based on the supposition that the University sustains itself as a going concern. As there are risks that will have direct financial implications and those that will not have (immediate) direct financial implications, risk profiles are differentiated as "financial risks" and "non-financial risks".

Risk abatement strategies are identified based on the strategic objectives of the University according to the Institutional Plan. Institutional Management (through defined responsibility and accountability of executive management) identifies the most significant risk events, conditions or areas. There is an established line function with the remit of determining the identification, assessment, intervention measures and all aspects of the management of risk affecting the University.

Identified as well as new events and actions that are potential risks are included in the risk register of the University. The list is maintained, reviewed and updated at least bi-annually and is managed accordingly.

Despite these structures and procedures, the potential exists that adverse events may occur that may affect the results of normal operations throughout the University at all levels of activity.

Only in limited instances are financial instruments used to cover risks linked to the University's activities. Where instruments are used to cover risks linked to the University's activities, each instrument is linked to an asset or liability, or an operational or financing transaction. Management of these instruments, which are mostly traded on organised or related markets, is centralised. Financial institutions are selected on their national grading to limit risks and to provide diversification.

The University's investment policy is designed to limit exposure to financial risks and no portfolio that has speculative characteristics is utilised. A money-market division and three independent investment management companies are responsible for managing these related risks.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. FINANCIAL RISK MANAGEMENT (continued)

3.1 FINANCIAL RISK FACTORS

Market risk

(i) Foreign exchange risk

The University makes limited purchases in foreign currency. If so, purchases are mainly done in US Dollars. Owing to the restricted exposure of the University to this, hedging instruments are taken up only by way of exception to limit the risks arising from exchange rate fluctuations of the South African currency.

The University has foreign exchange exposure to the extent of its foreign investments. All foreign investments were sold during 2011 and as at 31 December 2014 the University has no exposure to foreign exchange risk.

(ii) Price risk

The University is exposed to equity securities price risk because of investments held by the University and classified either as available-for-sale or at fair value through profit or loss. Included in investments are listed shares that are traded on the Johannesburg Securities Exchange and classified as available-for-sale investments. The risk exists that the value of these financial instruments may fluctuate as a result of changes in the market price. To manage its price risk arising from investments in equity securities, the University diversifies its portfolio. Diversification is done in accordance with the prescripts of the Committee for Investments.

At 31 December 2014, if the ALSI of the JSE increased/decreased by 5% while all other variables held constant and all the University's equity instruments moved accordingly, the value of the investments would have been R890 910 higher/lower (2013: R2 177 980) (refer to note 9.1). Owing to the unpredictability of equity market returns, a general indicative percentage of 5% is used to highlight the changes in market value of equity investments.

(iii) Cash flow and fair value interest rate risk

In the case of long-term borrowings, the University's interest rate risk is limited because loans are only entered into at fixed interest rates and in South African currency. Borrowings issued at fixed rates expose the University to fair value interest risk. Interest rates on overdraft facilities are linked to the prime rate and are floating. Income and operating cash flows are substantially independent of changes in the market interest rates and therefore no formal interest rate risk management policy exists.

Interest rate risk and therefore cash flow risk arises mainly from cash and cash equivalents. At 31 December 2014 an investment performance measurement was done externally by an independent consultant, who indicated an actual yield on the University's cash and cash equivalent portfolio of 9,53% (2013: 9,29%). Had the interest rate been 0,5% higher/lower (50 basis points), the surplus would have been R3 435 432 higher/lower (2013: R3 493 200).

NORTH-WEST UNIVERSITY**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS** (continued)**3. FINANCIAL RISK MANAGEMENT** (continued)**3.1 FINANCIAL RISK FACTORS** (continued)Credit risk

Credit risk arises from cash and cash equivalents, financial instruments and deposits with banks and financial institutions, as well as credit exposures regarding outstanding receivables comprising student debtors and trade and other debtors in normal operating circumstances.

The University's policy is designed to limit exposure to any single financial institution. Credit evaluation with regard to financial institutions is done annually by the Council and a credit limit is set for each institution. The University places cash and cash equivalents as well as investments only with reputable financial institutions with high credit ratings. No credit evaluations with regard to trade and other debtors (accounts receivable) nor for student debtors are done. The University also does not require any collateral. Receivables comprise outstanding student fees and a number of sundry customers. This credit risk exposure is mitigated by requiring students to pay an initial instalment in respect of tuition and accommodation fees at registration. Students with an outstanding balance from the previous year are only permitted to renew their registration after settling the outstanding amount as well as paying the current year's initial requirements. Refer to note 14 for detailed disclosure.

Credit risks are limited by the large number of clients, the diversity of the University's activities and a strict recovery policy. The University is of the opinion that no significant concentration of risk that has not been insured or adequately provided for existed at year end.

Liquidity risk

Thorough cash planning and management take place to ensure that the University is able to meet its commitments associated with financial instruments at all times, under both normal and stressed conditions. The University has minimised the risk of liquidity, as is reflected in its substantial cash and cash equivalents.

	2014	2013
Listed investments – shares	52%	44%
Cash and cash equivalents	48%	56%
Total	100%	100%

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. FINANCIAL RISK MANAGEMENT (continued)

3.1 FINANCIAL RISK FACTORS (continued)

Liquidity risk (continued)

The table below analyses the University's non-derivative financial liabilities and net-settled derivative financial liabilities into relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity date. The amounts disclosed are the undiscounted cash flows.

	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
At 31 December 2014				
Borrowings	12 367 725	38 270 825	27 321 344	5 760 206
Trade and other payables	307 284 566	0	0	0

	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
At 31 December 2013				
Borrowings	11 430 012	16 653 418	51 611 663	11 032 574
Trade and other payables	296 484 783	0	0	0

	2014 R	2013 R
Liquidity ratio		
Current assets		
Inventory	19 531 709	24 147 070
Trade and other receivables	124 638 495	144 294 787
Income tax receivable	164 770	0
Cash and cash equivalents	261 975 311	313 002 946
	<u>406 310 285</u>	<u>481 444 803</u>
Current liabilities		
Trade and other payables	307 284 566	296 484 783
Income tax payable	0	40 959
Current portion of interest bearing borrowings	12 367 725	11 430 012
Current portion of post-employment benefits	19 860 465	7 540 787
Current portion of deferred income	102 328 353	126 285 516
Student deposits and prepaid income	57 798 368	50 559 791
	<u>499 639 477</u>	<u>492 341 848</u>
Net liquidity of continuing operations	<u>(93 329 192)</u>	<u>(10 897 045)</u>
Ratio	<u>0.81</u>	<u>0.98</u>

3.2 CAPITAL MANAGEMENT

The University's objectives when managing capital are to safeguard the University's ability to continue as a going concern and to maintain an optimal capital structure to reduce the cost of capital. A well-planned budgeting process is followed each year to meet this objective. A sound financial position has been established by limiting exposure to debt and increasing investments and cash balances.

Assets

Investments	949 449 399	828 988 159
Cash and cash equivalents	261 975 311	313 002 946
Total	<u>1 211 424 710</u>	<u>1 141 991 105</u>

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. FINANCIAL RISK MANAGEMENT (continued)

3.2 CAPITAL MANAGEMENT (continued)

	2014 R	2013 R
Liabilities		
Non-current liabilities (excluding deferred income)	530 757 229	512 400 983
Current liabilities (excluding current portion of deferred income)	397 311 124	366 056 332
Capital commitments (infrastructure) (note 30)	146 539 884	220 805 725
Contractual obligations - operating leases (note 30)	38 896 132	48 720 786
Total	1 113 504 369	1 147 983 826
 Net position	 97 920 341	 (5 992 721)

The greater part of capital commitments is being financed through subsidy from the Department of Higher Education and Training.

Other information

The University has an overdraft facility of R12 million. No amount was drawn on 31 December 2014.

3.3 FAIR VALUE ESTIMATION

The fair value of financial and non-financial instruments traded in active markets is based on quoted market prices at the reporting date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency, and those prices represent actual and regularly occurring market transactions at an arm's length basis. The quoted market price used for financial assets held by the University is the current bid price.

These instruments are included in Level 1 of the table below. Instruments comprise primarily JSE equity investments classified as trading securities or available-for-sale. The fair value of forward foreign exchange contracts is determined using quoted forward exchange rates.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. The University uses a variety of methods and applies assumptions based on market conditions existing at each reporting date. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity-specific estimates. If all significant inputs required to determine the fair value of an instrument are observable, the instrument is included in Level 2.

If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

The carrying values of the following financial assets and liabilities approximate their fair value: cash and cash equivalents, trade and other receivables and trade and other payables. An exposition of these is given by means of notes with regard to each item.

Note 9 contains further information with regard to non-current investments and note 17 with regard to borrowings.

The following table presents the University's assets and liabilities that are measured at fair value at 31 December 2014.

	Level 1 R	Level 2 R	Level 3 R	Total R
Assets				
Financial assets at fair value through profit or loss				
Trading derivatives - ALSI future contracts	197 304			197 304
Available-for-sale financial assets				
Equity securities - Listed shares in public companies	283 685 210			283 685 210
Investments - Unlisted shares that do not qualify as an investment in equity-accounted investees		419 419		419 419
Total assets	283 882 514	419 419	0	284 301 933

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. FINANCIAL RISK MANAGEMENT (continued)

3.3 FAIR VALUE ESTIMATION (continued)

The following table presents the University's assets and liabilities that are measured at fair value at 31 December 2013.

	Level 1	Level 2	Level 3	Total
Assets	R	R	R	R
Financial assets at fair value through profit or loss				
Trading derivatives - ALSI future contracts	721 241			721 241
Available-for-sale financial assets				
Equity securities - Listed shares in public companies	242 072 928			242 072 928
Investments - Unlisted shares that do not qualify as an investment in equity-accounted investees		775 767		775 767
Total assets	242 794 169	775 767	0	243 569 936

4. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS

The preparation of consolidated financial statements requires the use of certain critical accounting estimates and assumptions as well as for management to exercise its judgement in the process of applying accounting policies. Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Reported amounts of assets and liabilities at the reporting date as well as reported income and expenditure are affected by estimates, assumptions and judgements which are made and consist of the following:

4.1 Critical accounting estimates and assumptions

The University makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

(i) Property, plant and equipment

The University is required to estimate the useful life and the expected residual value of assets for measurement and annual revising ensures that changing circumstances are taken into account.

(ii) Employee benefits

The present value of the employee benefit obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost/(income) for benefits include the discount rate, the expected salary and pension increase rates, mortality rates, contribution rates and dependants.

Any changes in these assumptions will impact on the charge to the statement of comprehensive income and may affect planned funding of the employee benefits.

The appropriate discount rate is determined at the end of each year, which represents the interest rate that should be used to determine the present value of the estimated future cash flows expected to be required to settle the pension, disability and post-retirement medical obligations. The expected salary and pension increase rates are based on inflation rates, adjusted for salary scales.

Other key assumptions for pension, disability and medical obligations are based in part on current market conditions.

Additional information is disclosed in note 18.

(iii) Impairment of financial instruments

The measurement of loans, trade and other receivables requires an estimation of the collectability of these assets.

(iv) Impairment of goodwill

Goodwill is allocated to the University's cash-generating units (CGUs). The recoverable amount of cash-generating units has been determined based on value-in-use calculations. These calculations require the use of estimates (note 8).

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

4. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (continued)

4.2 Critical judgements

(i) Classification and valuation of investments

Management is required to exercise judgement in the classification of an investment in the equity instruments of another business. They must determine whether the University controls or jointly manages the business or only exercises a significant influence upon it. Management is also responsible to determine the fair value of unlisted investments.

(ii) Provisions

Compliance with the recognition measures applicable to provisions requires that management identify the existence of constructive liabilities.

(iii) Income recognition

The criteria to be met before income is recognised require that management assess the transfer of risks and benefits associated with ownership of an asset. Depending on the type of transaction concluded, the decision to recognise income ranges from very simple to highly complex.

Further information in this regard is disclosed at each item.

5. SEGMENT INFORMATION

The University does not apply IRFS 8 with regards to Segment Reporting, but complies with the requirements as per the Department of Higher Education and Training.

Breakdowns of revenue and cost are as follows:

Analysis of revenue by category

State subsidies and grants	1 267 269 199	1 163 737 723
Tuition and other fees	999 210 874	843 393 019
Income from research and other contracts	240 068 652	198 158 365
Private gifts and grants	40 456 372	44 251 171
Residence and catering services	270 705 076	232 674 732
Services - entrepreneurial activities	264 813 307	349 080 652
Total operating revenue	3 082 523 480	2 831 295 662

Analysis of expenditure by category

Personnel remuneration	1 627 260 467	1 509 646 319
Operating expenses	1 272 542 447	1 240 529 977
Other expenses	52 931 395	53 738 288
Depreciation and amortisation	129 855 765	112 935 401
	3 082 590 074	2 916 849 985

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

6. PROPERTY, PLANT AND EQUIPMENT (PPE)

Movements	Land	Buildings and other improvements	Vehicles	Furniture	Laboratory equipment	Specialised equipment	Computer equipment	Servers and Printers	Synthetic hockey field	Assets less than R3 000	Total
	R	R	R	R	R	R	R	R	R	R	R
Carrying amount at 31/12/12	13 475 574	639 290 799	22 860 391	85 218 496	34 655 260	119 552 886	53 742 754	0	127 123	17 082 766	986 006 049
Cost	13 475 574	765 120 166	32 124 478	142 090 565	83 800 960	200 440 160	189 210 231	0	2 665 731	32 744 062	1 461 671 927
Accumulated depreciation	0	(125 829 367)	(9 264 087)	(56 872 069)	(49 145 699)	(80 887 274)	(135 467 477)	0	(2 538 608)	(15 661 296)	(475 665 878)
Additions in the year	18 605 705	113 706 438	8 819 714	17 701 939	17 912 401	28 452 173	39 247 932	511 750	0	3 466 769	248 424 821
Depreciation for the year	0	(13 889 028)	(2 005 619)	(14 093 484)	(9 889 767)	(33 213 345)	(44 315 882)	8 795 041	(3 187)	(2 577 060)	(111 192 330)
Disposals in the year	(793 459)	(3 030 965)	(2 614 144)	(8 614 949)	(8 224 009)	(9 702 722)	(50 439 103)	(281 738)	0	0	(83 701 090)
Accumulated depreciation with disposals	0	1 054 041	981 567	8 181 829	8 145 123	9 702 722	50 258 702	276 232	0	0	78 600 214
Cost from deferred income	0	(38 653 026)	0	0	0	0	0	0	0	0	(38 653 026)
Reclassification - cost	0	0	0	0	(443 518)	451 423	(54 622 718)	54 614 812	0	0	0
Reclassification - accumulated depreciation	0	0	0	0	8 411	(8 630)	46 280 672	(46 280 452)	0	0	0
Carrying amount at 31/12/13	31 287 820	698 478 258	28 041 909	88 393 831	42 163 902	115 234 507	40 152 357	17 635 644	123 936	17 972 475	1 079 484 639
Cost	31 287 820	837 142 613	38 330 048	151 177 555	93 045 834	219 641 035	123 396 342	54 844 823	2 665 731	36 210 831	1 587 742 632
Accumulated depreciation	0	(138 664 355)	(10 288 139)	(62 783 724)	(50 881 932)	(104 406 528)	(83 243 985)	(37 209 179)	(2 541 795)	(18 238 356)	(508 257 993)
Additions in the year	0	60 211 347	5 691 753	16 487 140	15 291 824	47 941 217	28 862 936	5 652 991	0	11 828 760	191 967 968
Depreciation for the year	0	(30 885 911)	(2 283 038)	(15 263 621)	(10 944 828)	(29 324 994)	(27 487 132)	1 442 980	778 067	(14 144 217)	(128 112 694)
Disposals in the year	0	0	(1 931 616)	(595 935)	(1 707 914)	0	(787 843)	(1 301 487)	0	0	(6 324 795)
Accumulated depreciation with disposals	0	0	675 864	508 658	1 707 914	0	647 773	1 285 612	0	0	4 825 821
Carrying amount at 31/12/14	31 287 820	727 803 694	30 194 872	89 530 073	46 510 898	133 850 730	41 388 091	24 715 740	902 003	15 657 018	1 141 840 939
Cost	31 287 820	897 353 960	42 090 185	167 068 760	106 629 744	267 582 252	151 471 435	59 196 327	2 665 731	48 039 591	1 773 385 805
Accumulated depreciation	0	(169 550 266)	(11 895 313)	(77 538 687)	(60 118 846)	(133 731 522)	(110 083 344)	(34 480 587)	(1 763 728)	(32 382 573)	(631 544 866)

Buildings and equipment with a cost price of R84 633 757 (2013: R38 653 025), funded with Government grants were not included above (note 2.17.1). Government grants are recognised as deferred income (current liability) and then applied against the cost of the relevant asset as the asset is obtained / developed, in accordance with IAS 20.

Included in assets are fully depreciated property, plant and equipment with an original cost of R223 139 673 (2013: R142 080 578) that are still in use.

All assets are unencumbered. The sale and transfer of land and buildings, acquired with the financial support of the State, are subject to Ministerial approval.

The University has a ten-year rolling plan in accordance with which large-scale building maintenance takes place and which is evaluated annually in order to properly maintain the buildings.

The assets register with full particulars of land and buildings is available for inspection at the registered address of the University.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2014 R	2013 R
7. INVESTMENT PROPERTIES		
Carrying amount at beginning of year	21 317 351	21 814 596
Cost	24 862 225	24 862 225
Accumulated depreciation	(3 544 874)	(3 047 629)
Depreciation	(497 245)	(497 245)
Carrying amount at end of year	20 820 106	21 317 351
Cost	24 862 225	24 862 225
Accumulated depreciation	(4 042 119)	(3 544 874)
Income	8 713 148	8 638 895
Rental income (short-term investment income - note 26)	8 653 382	8 616 839
Interest received	25 616	22 056
Other	34 150	0
Less: Expenditure (direct operating expenses arising from investment properties that generate rental income)	2 918 305	3 729 732
Personnel remuneration	332 289	318 701
Maintenance - buildings	382 952	824 269
Municipal fees and property tax	84 663	909 752
Operating costs	953 035	602 155
Services outsourced	668 121	577 610
Depreciation	497 245	497 245
Net surplus from investment properties	5 794 843	4 909 163

The fair value measurement for investment properties has been categorised as a Level 3 under IFRS 13. Investment properties consist of various business buildings that are let.

Valuations were done by Danie Rothman Accountants which has appropriate qualifications and experience in the location of the investment property being valued.

Assumptions used for the valuation of Cachet Park include an occupancy rate of 100%, rental margin of 47%, inflation rate of 6% for land and 15 years economical life for buildings. No tax implications applicable.

Present value of future cash flow projections, based on current lease agreements, were used in the calculation of the fair value to the amount of R78 651 100 (2013: R67 580 100), using an discount rate of 8% (2013: 8%) per annum.

Investment properties - Other: The fair value amounts to R3 500 000 (2013: R3 500 000).

The total fair value of all investment properties amounts to R82 151 100 (2013: R71 080 100).

The sensitivity analysis below shows the impact on the fair value of the investment property for changes in key valuation assumptions.

	Capitalisation rate		
	7%	8%	9%
Rental (5% decrease)	85 392 623	74 718 545	66 416 484
Rental (per valuers report)	89 886 971	78 651 000	69 912 089
Rental (5% increase)	94 381 320	82 583 655	73 407 693

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	COMPUTER SOFTWARE			TOTAL
	Goodwill	Licenses	Other	
8. INTANGIBLE ASSETS				
Opening carrying value - 01/01/13	4 597 000	218 030	2 505 188	7 320 218
Cost	4 597 000	23 637 467	24 010 757	52 245 224
Accumulated amortisation	0	(23 419 437)	(21 505 569)	(44 925 006)
Additions	0	171 826	0	171 826
Amortisation charges	0	0	(1 245 827)	(1 245 827)
Net carrying value - 31/12/13	4 597 000	389 856	1 259 361	6 246 217
Cost	4 597 000	23 809 293	24 010 757	52 417 050
Accumulated amortisation	0	(23 419 437)	(22 751 396)	(46 170 833)
Disposals	(3 647 000)	(389 856)	(13 534)	(4 050 390)
Amortisation charges	0	0	(1 245 827)	(1 245 827)
Closing carrying value - 31/12/14	950 000	0	0	950 000
Cost	950 000	23 419 437	23 997 223	48 366 660
Accumulated amortisation	0	(23 419 437)	(23 997 223)	(47 416 660)

Impairment tests for goodwill

The recoverable amount has been determined based on value-in-use calculations for the past five years.

These calculations use pre-tax cash flow projections.

9. INVESTMENTS**9.1 Non-current investments**

The following investments are carried at fair value:

Unlisted investments**Available-for-sale**

Unlisted shares that do not qualify as an investment in equity-accounted investees

2014
R

2013
R

419 419

775 767

Listed investments**Available-for-sale**

Shares in public companies

283 685 210

242 072 928

Financial assets at fair value through profit or loss

ALSI future contracts

197 304

721 241

Total non-current investments at fair value

284 301 933

243 569 936

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2014 R	2013 R
9. INVESTMENTS (continued)		
9.1 Non-current investments (continued)		
The following investments are carried at amortised cost:		
<u>Unlisted investments</u>		
Receivables originated by the entity	634 736 800	550 018 543
Money-market : Committee for investments	77 326 477	78 279 647
Money-market : Other	557 410 323	471 738 896
Held-to-maturity	30 410 666	35 399 680
Bonds	30 410 666	35 399 680
Total non-current investments at amortised cost	665 147 466	585 418 223
<u>Total non-current investments</u>	949 449 399	828 988 159

The market value of listed investments represents the closing prices at year-end as fixed on the Johannesburg Securities Exchange. The management valuation of unlisted investments which takes place on the reporting date in accordance with relevant valuation bases (note 2.8) is regarded to be the same value as reflected above.

Available-for-sale investments

The fair value adjustment for the current year amounts to R17 818 192 (also see note 16) and is shown in OCI (Other comprehensive income).

Shares in public companies	17 856 448	43 338 640
Unlisted shares - not investments in equity-accounted investees	(38 256)	220 955
	17 818 192	43 559 595

Refer to notes 3 and 11 for additional disclosure on financial instruments.

9.2 Derivative financial instruments**Financial assets at fair value through profit or loss**

ALSI future contracts (included in note 9.1)	197 304	721 241
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Other information

Realised profits or losses on the disposal of investments are included in investment income (note 26). The register with full particulars of the above-mentioned investments is available for inspection at the registered address of the University.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2014	2013
	R	R
9. INVESTMENTS (continued)		
9.3 Investment in subsidiaries		
All the subsidiary entities are incorporated in South Africa and their principal place of business is situated here.		
<u>Detail as reflected in entities' financials</u>		
<u>Molopo Sun (Pty) Ltd (100% interest)</u>		
The principal business of the company is the rental of equipment to the University.		
Carrying amount of shares	2 700	2 700
Attributable profit after tax	<u>58 202</u>	<u>54 009</u>
<u>PUK Kanselierstrust (100% interest)</u>		
The principal business of the trust is to promote higher education at the University.		
Carrying amount of trust fund - included in other investments	1 311 233	1 283 494
Attributable profit	<u>27 368</u>	<u>30 255</u>
<u>PUK Ontwikkelingstrust (Incorporated association not for gain) (100% interest)</u>		
The principal business of the company is to generate funds in order to realise the vision and mission of the University.		
Carrying amount: Non-distributable reserves	8 240 537	8 240 537
Attributable profit: Non-distributable	<u>0</u>	<u>5 318 511</u>
<u>Zingaro Trade 9 (Pty) Ltd (Awhatukee Trust) (100% interest)</u>		
The principal business of the company is running a garage and tuck shop, and includes related activities.		
Carrying amount of shares	0	100
Loan account	0	6 130 805
Attributable profit after tax	<u>0</u>	<u>1 090 761</u>
The University sold 100% of its interest in Zingaro Trade 9 (Pty) Ltd (Awhatukee Trust) during 2014.		
<u>OpenCollab (Pty) Ltd (90,29% interest)</u>		
The principal business of the company is to provide software development, maintenance, support and consulting services.		
Carrying amount of shares	93	93
Attributable profit after tax	<u>1 736 326</u>	<u>2 333 859</u>
Total assets and liabilities of consolidated subsidiaries		
Assets	<u>19 650 199</u>	<u>24 080 289</u>
Liabilities	<u>677 486</u>	<u>2 099 787</u>

Mortgages

Loan account to Molopo Sun (Pty) Ltd: The University has subordinated its claim with respect to this loan to claims of other creditors.

The University has no unconsolidated entities.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2014 R	2013 R
10. EQUITY-ACCOUNTED INVESTEEES		
Balance at beginning of year	117 922	41 827
Share of profit	34 092	76 095
Balance at end of year	152 014	117 922

The University's share of the results of its principal associates, and its aggregated assets (including goodwill) and liabilities, are as follows:

Name	Assets	Liabilities	Income	Profit / (Loss)	% Interest held
31 December 2014					
- Extended Campus Technologies (Pty) Ltd	399 486	83 277	1 734 255	68 185	50
	399 486	83 277	1 734 255	68 185	
31 December 2013					
- Extended Campus Technologies (Pty) Ltd	353 194	105 170	1 106 555	152 191	50
	353 194	105 170	1 106 555	152 191	

All the associate entities are incorporated in South Africa.

The University's interests in associate entities are considered to be non-material and their activities are not strategic to that of the University and associated risk is therefore minimal. No dividends were received from associate entities.

11. FINANCIAL INSTRUMENTS

Financial instruments carried on the statement of financial position include investments, trade and other receivables, cash and cash equivalents, borrowings, derivatives, receivables, trade and other payables.

The fair values of these financial assets approximate their carrying amounts.

11a. FINANCIAL INSTRUMENTS BY CATEGORY

	Receivables R	Held to maturity R	Available-for- sale R	Fair value through profit or loss R	Total R
31 DECEMBER 2014					
Assets as per statement of financial position					
Investments and derivatives (refer note 9)	634 736 800	30 410 666	284 104 629	197 304	949 449 399
Trade and other receivables (refer note 14) (excluding prepayments and VAT)	113 889 246	0	0	0	113 889 246
Cash and cash equivalents (refer note 15)	261 975 311	0	0	0	261 975 311
Total	1 010 601 357	30 410 666	284 104 629	197 304	1 325 313 956
				At amortised cost R	Total R
Liabilities as per statement of financial position					
Borrowings (refer note 17)				83 720 100	83 720 100
Trade and other payables (refer note 20)				307 284 566	307 284 566
Total				391 004 666	391 004 666
	Receivables R	Held to maturity R	Available-for- sale R	Fair value through profit or loss R	Total R
31 DECEMBER 2013					
Assets as per statement of financial position					
Investments and derivatives (refer note 9)	550 018 543	35 399 680	242 848 695	721 241	828 988 159
Trade and other receivables (refer note 14) (excluding prepayments and VAT)	132 378 066	0	0	0	132 378 066
Cash and cash equivalents (refer note 15)	313 002 946	0	0	0	313 002 946
Total	995 399 555	35 399 680	242 848 695	721 241	1 274 369 171

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

11. FINANCIAL INSTRUMENTS (continued)

11a. FINANCIAL INSTRUMENTS BY CATEGORY (continued)

31 DECEMBER 2013 (continued)

Liabilities as per statement of financial position

At amortised cost	Total
R	R
90 727 666	90 727 666
296 484 783	296 484 783
<u>387 212 449</u>	<u>387 212 449</u>

Borrowings (refer note 17)

Trade and other payables (refer note 20)

Total

11b. CREDIT QUALITY OF FINANCIAL ASSETS

Exposure per category:	Credit rating:	2014 R	2013 R
Investments (note 9)			
Listed investments - shares	-	283 882 514	242 794 169
Unlisted investments - money market and bonds	AA	665 566 885	586 193 990
Trade and other receivables	(Group 1,2,3)	124 638 495	144 294 787
Cash and cash equivalents	AA	261 975 311	313 002 946
Total		<u>1 336 063 205</u>	<u>1 286 285 892</u>

AA ratings denote a very low expectation of credit risk and indicate very strong capacity for payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates:

Counterparties without external credit rating

Group 1	82 492 496	98 695 097
Group 2	28 162 285	28 188 705
Group 3	<u>13 983 714</u>	<u>17 410 985</u>
Trade and other receivables (refer to note 14)	<u>124 638 495</u>	<u>144 294 787</u>

Group 1 - existing student accounts with some defaults in the past.

Group 2 - trade debtors outstanding less than 90 days with some defaults in the past.

Group 3 - other outstanding amounts with no defaults in the past.

12. AVAILABLE-FOR-SALE FINANCIAL ASSETS

Balance at beginning of year	242 848 695	198 092 037
Additions	23 437 742	1 197 063
Net gain transferred to OCI (Other comprehensive income)	<u>17 818 192</u>	<u>43 559 595</u>
Balance at end of year	<u>284 104 629</u>	<u>242 848 695</u>

There were no impairment provisions made on available-for-sale financial assets in 2014 and 2013.

Available-for-sale financial assets include the following:

Listed securities:

Equity securities	283 685 210	242 072 928
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Unlisted securities:

Investments in companies that do not qualify	419 419	775 767
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as an investment in equity-accounted investees

<u>284 104 629</u>	<u>242 848 695</u>
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Available-for-sale financial assets are denominated in rand and none of the assets are impaired.

The fair value of unlisted securities is based on cash flows and other valuation techniques (note 2.9).

The maximum exposure to credit risk at the reporting date is the carrying value of the equity securities classified as available-for-sale.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2014 R	2013 R
13. INVENTORIES		
Net realisable value (see note 25)		
Trading	0	1 497 083
Foodstuffs (Residence and Catering Services)	2 695 540	1 367 487
Publications and study materials	6 503 911	10 401 813
Other consumables	9 084 504	9 556 837
Veterinary health	1 247 754	1 323 850
	<u>19 531 709</u>	<u>24 147 070</u>
At cost		
Trading	0	1 497 083
Foodstuffs (Residence and Catering Services)	2 860 420	1 520 271
Publications and study materials	7 609 977	11 701 066
Other consumables	9 129 928	9 565 877
Veterinary health	1 247 754	1 323 850
	<u>20 848 079</u>	<u>25 608 147</u>
Obsolete inventory to the amount of R1 316 370 (2013: R1 461 077) was written down (see note 25).		
14. TRADE AND OTHER RECEIVABLES		
Balance at beginning of year	219 896 591	139 489 076
Plus: Net movement	<u>19 731 541</u>	<u>105 963 879</u>
	239 628 132	245 452 954
Less: Bad debts written off	<u>(38 533 061)</u>	<u>(25 556 363)</u>
Balance at end of year	201 095 071	219 896 591
Less: Allowance for credit losses	<u>(76 456 576)</u>	<u>(75 601 804)</u>
Balance at beginning of year	(75 601 804)	(50 505 377)
Debtors written off during current year	38 533 061	25 556 363
Allowance for credit losses created in current year	<u>(39 387 833)</u>	<u>(50 652 790)</u>
Balance at end of year	<u>124 638 495</u>	<u>144 294 787</u>
<u>Details of trade and other receivables</u>		
Students	146 914 529	162 202 333
Tuition and residence fees	<u>140 748 431</u>	<u>155 831 291</u>
Meal fees	<u>6 166 098</u>	<u>6 371 042</u>
Less: Allowance for credit losses	<u>(64 422 033)</u>	<u>(63 507 236)</u>
Sub-total: Students	<u>82 492 496</u>	<u>98 695 097</u>
Sub-total: Advances and prepayments	<u>5 697 306</u>	<u>11 916 721</u>
Other debtors	48 483 236	45 777 536
Projects: Services rendered	<u>40 196 828</u>	<u>40 283 272</u>
VAT	<u>5 051 943</u>	<u>0</u>
Other	<u>3 234 465</u>	<u>5 494 264</u>
Less: Allowance for credit losses	<u>(12 034 543)</u>	<u>(12 094 567)</u>
Sub-total: Other debtors	<u>36 448 693</u>	<u>33 682 969</u>
Total trade and other receivables at 31 December	<u>124 638 495</u>	<u>144 294 787</u>

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

14. TRADE AND OTHER RECEIVABLES (continued)

Student receivables

Student debtors who do not register the following year and have not paid their accounts by the autumn graduation ceremony are considered impaired and are handed over to attorneys for collection. Current students debtors are also not allowed to register for studies unless outstanding balances are settled or repayment contracts have been negotiated. The increase or decrease in an allowance for credit losses, debts written off, as well as amounts previously written off and recovered during the year, are included in current operating expenditure. Amounts charged to surplus or deficit are generally written off when there is no expectation of recovering and additional cash.

As at 31 December 2014, student debtors of R64 422 033 (2013: R63 507 236) were impaired and allowed for. Allowance in the amount of R914 797 was made for during 2014 (2013: R19 169 806).

Movement in an allowance for credit losses of student debtors was as follows:

	2014	2013
	R	R
Balance at beginning of year	63 507 236	44 337 430
Student debtors written off during current year	(36 782 780)	(24 810 000)
Allowance for credit losses created in current year	37 697 577	43 979 806
Balance at end of year	<u>64 422 033</u>	<u>63 507 236</u>

The ageing of student debtors that are past due is as follows:

Student debtors past due and impaired (enrolled in 2014 & before)	64 422 033	63 507 236
Student debtors past due but not impaired (enrolled in 2015 again)	82 492 496	98 695 097
Total balance at end of year	<u>146 914 529</u>	<u>162 202 333</u>

Other trade debtors

Balances on other trade debtors of 90 days and older are considered to be an indicator of impairment and allowed for accordingly. The increase or decrease in an allowance for credit losses, debts written off, as well as amounts previously written off and recovered during the year, are included in current operating expenditure. Amounts charged to the surplus or deficit are generally written off when there is no expectation of recovering any additional cash.

As at 31 December 2014, other debtors of R12 034 543 (2013: R12 094 567) were impaired and allowed for. Allowance in the amount of R60 024 was written back during 2014 (2013: R5 926 620 allowed for).

Movement in an allowance for credit losses of other debtors was as follows:

Balance at beginning of year	12 094 567	6 167 947
Other debtors written off during current year	(1 750 281)	(746 363)
Allowance for credit losses created in current year	1 690 257	6 672 983
Balance at end of year	<u>12 034 543</u>	<u>12 094 567</u>

The fair values of trade and other receivables are as follows:

Student debtors	82 492 496	98 695 097
Advances and prepayments	5 697 306	11 916 721
Other debtors	36 448 693	33 682 969
Total	<u>124 638 495</u>	<u>144 294 787</u>

The fair value approximates the carrying amounts.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2014	2013
	R	R
14. TRADE AND OTHER RECEIVABLES (continued)		
Other trade debtors (continued)		
The ageing analysis of trade receivables is as follows:		
Current	15 448 978	25 417 688
30 days	19 654 052	13 888 499
60 days	7 042 969	6 293 503
90 days	12 034 543	12 094 567
Total balance at end of year (Advances and prepayments, Other debtors)	<u>54 180 542</u>	<u>57 694 257</u>

The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivables mentioned above. The University does not hold any collateral as security.

15. CASH AND CASH EQUIVALENTS

Short-term bank deposits	52 735 164	159 393 142
Bank balances	208 709 255	152 936 302
Petty cash advances	530 892	673 502
	<u>261 975 311</u>	<u>313 002 946</u>

The weighted average effective interest rate on short-term bank deposits was 9,53% (2013: 9,29%).

The cash and cash equivalents and investments are managed on a total basis. The restricted funds are not managed separately. The reserves have been split between restricted funding and non-restricted funding.

This is permitted in terms of the funding/grants received.

16. EQUITY

The movement is the result of the normal financial cycle after a fair value adjustment (note 9) in the amount of R17 818 192 (2013: R43 559 595) was made on 31 December 2014.

Fixed asset funds (PPE)	1 128 232 984	1 069 015 336
Non-current investments revaluation reserve funds	134 012 268	116 194 075
Restricted funds	227 664 773	208 962 289
Student loan funds	573 544	1 716 574
Student residences funds	113 895 592	82 883 504
Donations, grants and similar funds	34 274 287	31 317 784
Research and other funds (contracts)	78 921 350	93 044 427
Unrestricted and designated funds	233 540 624	308 605 125
Non-controlling interest	709 334	540 737
	<u>1 724 159 983</u>	<u>1 703 317 562</u>

Transfers between funds include the following:

- If the utilisation of funds results in the creation of an asset, the amount so utilised, is transferred from its appropriate fund to PPE funds. It also includes depreciation;
- Where Council has designated funds for specific purposes, e.g. bursaries;
- Funds allocated for the financing of major capital expenditure projects (to funds for fixed assets: additions & renewals);
- On completion of certain projects/defined activities, the surplus is transferred to designated funds.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2014	2013
	R	R
17. BORROWINGS - INTEREST-BEARING		
Carrying amounts		
Nedbank	21 037 753	21 037 753
First National Bank - PUK Sport Village and extension of Excelsior Hostel	29 521 185	33 459 743
First National Bank - New residence	33 161 162	36 230 171
Total borrowings	83 720 100	90 727 667
Less: Current portion	12 367 725	11 430 012
Non-current liabilities	71 352 375	79 297 655

Represented as follows:Nedbank

Total - Nedbank loan	21 037 753	21 037 753
Less: Current portion	1 037 753	1 037 753
Non-current liabilities	20 000 000	20 000 000

A FirstRand Bank Negotiable Certificate of Deposit serves as security for the loan. This loan bears interest at a fixed rate of 8,85% per annum, which must be paid annually. The capital amount of R20 000 000 must be repaid on 30 May 2016.

First National Bank - PUK Sport Village and extension of Excelsior Hostel

Total - First National Bank loan	29 521 185	33 459 743
Less: Current portion	6 210 157	5 601 184
Non-current liabilities	23 311 028	27 858 559

A Nedbank Negotiable Certificate of Deposit serves as security for the loan. This loan bears interest at a fixed rate of 10,20% per annum. Repayments take place in equal annual instalments in the amount of R7 389 105 (including interest and capital), with a final instalment on 21 October 2019.

First National Bank - New residence

Total - First National Bank loan	33 161 162	36 230 171
Less: Current portion	5 119 815	4 791 075
Non-current liabilities	28 041 347	31 439 096

A FirstRand Bank Negotiable Certificate of Deposit serves as security for the loan. This loan bears interest at a fixed rate of 9,20% per annum. Repayments take place in equal annual instalments in the amount of R6 290 145 (including interest and capital), with a final instalment on 28 July 2021.

Borrowings are carried at amortised cost using the effective rate method. The fair value equals the carrying amount.

Maturity of borrowings (capital payments only):

Between 1 and 2 years	38 270 825	16 653 418
Between 2 and 5 years	27 321 344	51 611 663
Over 5 years	5 760 206	11 032 574
	71 352 375	79 297 655

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2014 R	2013 R
18. EMPLOYEE BENEFITS		
ASSET		
Net asset recognised in the statement of financial position		
North-West University Pension Fund (note 18.1.3)	186 092 000	256 057 000
North-West University Disability Fund (note 18.2.3)	48 870 000	44 822 000
Total employee benefit asset	234 962 000	300 879 000
Net charge included in statement of comprehensive income		
Charge/(credit) included in surplus or deficit		
North-West University Pension Fund (note 18.1.4)	182 754 000	43 666 000
North-West University Disability Fund (note 18.2.4)	2 992 000	1 547 000
Total charge	185 746 000	45 213 000
Remeasurements recognised other comprehensive income (OCI)		
North-West University Pension Fund (note 18.1.4)	(76 730 000)	(204 430 000)
North-West University Disability Fund (note 18.2.4)	(1 464 000)	1 124 000
Total credit	(78 194 000)	(203 306 000)
LIABILITIES		
Accrued leave		
Balance at beginning of year	273 158 115	246 963 240
Net movement	36 294 204	26 194 875
Balance at end of year	309 452 319	273 158 115
Presented as follows:		
Non-current liability: Long-term portion	289 591 854	265 617 328
Current liability: Short-term portion	19 860 465	7 540 787
	309 452 319	273 158 115
Medical benefits (note 18.6)		
Balance at beginning of year	167 486 000	167 103 000
Net movement	2 327 000	383 000
Balance at end of year	169 813 000	167 486 000
Presented as follows:		
Non-current liability: Long-term portion	169 813 000	167 486 000
Current liability: Short-term portion	0	0
	169 813 000	167 486 000
Total employee benefit liabilities		
Non-current liability: Long-term portion	459 404 854	433 103 328
Current liability: Short-term portion	19 860 465	7 540 787
	479 265 319	440 644 115

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

18. POST-EMPLOYMENT BENEFIT PLANS (continued)

18.1 North-West University Pension Fund

18.1.1 The North-West University Pension Fund, which is registered in terms of and governed by the Pension Funds Act (Act 24 of 1956 (as amended)), was implemented on 1 January 1995. The North-West University Pension Fund has two fixed-benefit options, which were only available to members who changed from the Associated Institutions Pension Fund to the North-West University Pension Fund on 1 January 1995 – closed options (2014: 1,10% or 37 members and 2013: 1,29% or 43 members). A fixed-contribution option with a defined-benefit guarantee applied to all new members joining from 1 January 1995 (2014: 17,53% or 590 members and 2013: 19,02% or 635 members). This option closed in December 2003. A fourth option was introduced on 1 January 2004 for all new members of the Fund, namely a fixed-contribution option (2014: 80,98% or 2 726 members and 2013: 79,24% or 2 646 members). According to the actuarial valuation report of the fund's official actuary, the North-West University Pension Fund was fully funded with regard to expired service and had achieved, subject to note 18.1.3, a sound financial position (refer to note 18.1.2).

18.1.2 The fund is valued actuarially every three years in terms of the Pension Funds Act by the actuary in the service of ABSA Consultants and Actuaries (Pty) Limited. The latest statutory actuarial valuation of the fund took place on 1 January 2014 on the accumulated benefits valuation basis (taking into account the impact of the Second Pension Funds Amendment Act), with the following results:

	R
Valuation results:	
Present value of liabilities	2 415 911 000
Minus: Fair value of plan assets and employer surplus account	2 415 911 000
Surplus	0
Funding level	100,0%
Most important actuarial assumptions:	
Inflation rate	4,5%
Discount rate	8,5%
Expected rate at which salaries will increase	5,5% + merit scale

The next actuarial valuation will be carried out no later than 1 January 2017.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

18. POST-EMPLOYMENT BENEFIT PLANS (continued)

18.1 North-West University Pension Fund (continued)

18.1.3 Valuation calculations in terms of IAS 19 (revised) in reporting on the defined benefit pension fund were done on 1 January 2015, with the following results:

	2014 R	2013 R	2012 R	2011 R
Valuation results:				
Present value of liabilities	1 682 230 000	1 274 919 000	1 325 663 000	1 029 759 000
Minus: Fair value of plan assets	1 868 322 000	1 789 727 000	1 387 522 000	1 149 882 000
(Asset)/Liability	(186 092 000)	(514 808 000)	(61 859 000)	(120 123 000)
Impact of asset limitation	0	258 751 000	0	0
(Asset)/Liability in the statement of financial position	(186 092 000)	(256 057 000)	(61 859 000)	(120 123 000)
Funding level	111,1%	140,4%	104,7%	111,7%
Experience adjustments on:				
- Plan liabilities	143 762 000	(168 579 000)	219 780 000	6 581 000
- Plan assets	61 547 000	(294 602 000)	(157 840 000)	20 959 000
Most important actuarial assumptions:				
Inflation rate	7,02%	6,80%	6,70%	6,25%
Discount rate	8,79%	9,00%	8,05%	8,65%
Expected return on plan assets*	11,02%	9,00%	8,05%	10,25%
Expected rate at which salaries will increase	8,02% + merit scale	7,80% + merit scale	7,70% + merit scale	7,25% + merit scale

- * The expected investment return reflects the return anticipated and allowing for the asset mix and investment mandate. The return used in the valuation for the determination of the surplus or deficit charge in the year, is the discount rate.

The pension increases are determined by the extent to which the expected return on plan assets, including allowance for returns in excess of the discount rate above, exceed the threshold rate of 4,5% per annum (previously 5,5% as per the 31 December 2013 statutory valuation). The expected return used is based on the long term investment strategy of the Fund, which is to target CPI + 4% (i.e. 11,02%).

	2014 R	%	2013 R	%
Plan assets comprise of:				
Local equity instruments	982 737 372	52,60%	909 181 316	50,80%
International equity instruments	409 162 518	21,90%	427 744 753	23,90%
Local fixed interest	211 120 386	11,30%	270 248 777	15,10%
International fixed interest	46 708 050	2,50%	62 640 445	3,50%
Local cash	99 021 066	5,30%	0	0,00%
Local commodities	0	0,00%	34 004 813	1,90%
Local property	119 572 608	6,40%	85 906 896	4,80%
Total Plan Assets	1 868 322 000	100,00%	1 789 727 000	100,00%

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

18. POST-EMPLOYMENT BENEFIT PLANS (continued)

18.1 North-West University Pension Fund (continued)

18.1.3 Valuation calculations in terms of IAS 19 (revised) (continued)

In calculating the above figures, the composition of the total assets of the Pension Fund have been applied to the assets in respect of the defined benefit and pensioner obligations.

Expected contributions to post-employment benefit plans for the year ending 31 December 2015 are equal to the contributions made in respect of the year ending 31 December 2014, adjusted by any increases in pensionable salaries upon which the contributions are based, and any decisions by the employer regarding the contribution rates.

Movement in liabilities and assets for the period are as follows:

	2014	2013
	R	R
LIABILITIES		
Balance as at 1 January 2014	1 274 919 000	1 325 663 000
(excluding defined contribution members' equitable shares)		
Interest cost	113 985 000	107 138 000
Current service cost	38 895 000	48 068 000
Employee contributions	17 904 000	7 123 000
Benefits paid	(74 014 000)	(54 494 000)
Benefit enhancement	166 779 000	0
Actuarial loss/(gain) on obligation	143 762 000	(168 579 000)
Balance as at 31 December 2014	<u>1 682 230 000</u>	<u>1 274 919 000</u>
ASSETS		
Fair value as at 1 January 2014	1 789 727 000	1 387 522 000
(excluding defined contribution members' equitable shares)		
Expected return on plan assets	160 193 000	111 540 000
Employer contributions	36 059 000	33 434 000
Employee contributions	17 904 000	17 123 000
Benefits paid	(74 014 000)	(54 494 000)
Actuarial (loss)/gain on assets	(61 547 000)	294 602 000
Fair value as at 31 December 2014	<u>1 868 322 000</u>	<u>1 789 727 000</u>

The benefit enhancement is due to the change in pension increase policy with effect from 1 January 2015.

The threshold rate was changed from 5,5% to 4,5% per annum, increasing the CPI target for pension increases from 65% to 90%.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

18. POST-EMPLOYMENT BENEFIT PLANS (continued)

18.1 North-West University Pension Fund (continued)

18.1.3 Valuation calculations in terms of IAS 19 (revised) (continued)

Based on the above information the actuarial gains/losses were calculated, and under the requirements of IAS19 (revised), recognised in Other Comprehensive Income (OCI):

	2014	2013
	R	R
Remeasurements:		
Actual (gain)/loss due to experience	(33 293 000)	(16 553 000)
Actual (gain)/loss due to financial assumption changes	177 055 000	(152 026 000)
Actuarial (gain)/loss on liabilities	143 762 000	(168 579 000)
Actual return on assets	195 006 000	406 142 000
Adjustment to opening balance due to understatement of defined contribution liabilities	(96 360 000)	0
Less: Expected return	(160 193 000)	(111 540 000)
Actuarial gain/(loss) on assets	(61 547 000)	294 602 000
Actuarial (gain)/loss on defined benefit obligations	143 762 000	(168 579 000)
Return on plan assets (greater)/lower than discount rate	61 547 000	(294 602 000)
Change in asset limitation	(282 039 000)	258 751 000
Total re-measurement effects recognised in OCI	(76 730 000)	(204 430 000)

The actuary in the service of ABSA Consultants and Actuaries (Pty) Limited is of the opinion that the fund is in a sound financial position, with a surplus of R186 million.

18.1.4 Amounts recognised in the statement of comprehensive income:	2014	2013
	R	R
Current service costs	38 895 000	48 068 000
Interest in obligation	113 985 000	107 138 000
Expected return on plan assets	(160 193 000)	(111 540 000)
Sub-total	(7 313 000)	43 666 000
Benefit enhancement	166 779 000	0
Return on asset ceiling	23 288 000	0
Included in surplus or deficit (personnel remuneration)	182 754 000	43 666 000
Included in OCI	(76 730 000)	(204 430 000)
Net total included in statement of comprehensive income	106 024 000	(160 764 000)

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

18. POST-EMPLOYMENT BENEFIT PLANS (continued)

18.1 North-West University Pension Fund (continued)

18.1.4 Amounts recognised in the statement of comprehensive income (continued)

	2014	2013
	R	R
Movement in the pension fund asset:		
Net asset at beginning of year	256 057 000	61 859 000
	(69 965 000)	194 198 000
Included in statement of comprehensive income	(106 024 000)	160 764 000
Contributions - employer	36 059 000	33 434 000
Net asset at end of year	186 092 000	256 057 000

18.1.5 MORTALITY

The following tables were used in the valuation:

- Mortality post-retirement: PA (90), rated down 1 year, 1% future mortality improvement
- Mortality pre-retirement: SA (56 – 62), rated down 3 years for female members

18.1.6 SENSITIVITY ANALYSIS

The reported DBO is set by reference to specific financial and demographic assumptions. Changes in the assumptions will lead to a change in the value of the reported DBO and cost of benefits.

In order to assess the impact of possible changes we provide an overview below of the impact on the DBO for (ex gratia) pensioners and the guaranteed benefit in respect of active members due to changes in the most significant actuarial assumptions.

DBO	Actives	Pensioners	Ex gratia
	R'000	R'000	R'000
Base scenario	1 314 781	354 579	1 646
+ 0.25% discount rate	1 263 088	346 308	1 619
- 0.25% discount rate	1 370 587	363 199	1 674
+0.1% inflation	1 365 305	358 054	1 657
-0.1% inflation	1 294 243	351 156	1 635
Mortality: +1 year	1 286 228	341 949	1 569
Mortality: - 1 year	1 343 207	367 305	1 725

18.2 North-West University Disability Reserve Fund

18.2.1 According to the actuarial valuation report of the fund's official actuary, the North-West University Disability Reserve Fund was fully funded with regard to current disability benefit payments. The purpose of the fund is to provide disability income benefits to current claimants. The benefits are paid up to age 65 and increase annually. The fund's liabilities are reduced by the payments received from the reinsurers and payments do not increase.

The fund pays benefits to three pensioners who were affected when normal retirement age was changed. These pensioners receive annuities for life.

The fund is managed by the Board of Trustees.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

18. POST-EMPLOYMENT BENEFIT PLANS (continued)

18.2 North-West University Disability Reserve Fund (continued)

- 18.2.2 The fund is valued actuarially every three years by the actuary in the service of ABSA Consultants and Actuaries (Pty) Limited. The latest full actuarial valuation of the fund took place on 1 January 2014 with the following results:

Valuation results:

	R
Present value of liabilities	22 917 000
Minus: Fair value of assets	62 530 000
Surplus	39 613 000
Funding level	182,0%

Most important actuarial assumptions:

Inflation rate	4,5%
Discount rate	8,5%
Expected return on investment	14,1%

The next actuarial valuation will be carried out no later than 1 January 2017.

- 18.2.3 Valuation calculations in terms of IAS 19 (revised) in reporting on the disability reserve fund were done on 1 January 2015 with the following results:

	2014	2013	2012	2011
	R	R	R	R
Valuation results:				
Present value of liabilities	26 104 000	24 818 000	19 339 000	17 824 000
Minus: Fair value of assets	74 974 000	69 640 000	58 942 000	50 842 000
(Asset)/Liability in the statement of financial position	(48 870 000)	(44 822 000)	(39 603 000)	(33 018 000)
Funding level	287,2%	280,6%	304,8%	285,2%
Most important actuarial assumptions:				
Inflation rate	6,18%	6,42%	5,93%	6,25%
Discount rate	8,06%	8,40%	7,02%	8,65%
Expected return on investment *	8,06%	8,40%	7,02%	8,65%
Benefit increases	6,18%	6,42%		

- * The expected investment return reflects the return anticipated and allowing for the asset mix and investment mandate. The return used in the valuation for the determination of the surplus or deficit charge in the year, is the discount rate.

The method used to place a value on the Fund's future obligations (the Projected Unit Credit Method) is consistent with the requirements of IAS19 (revised).

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

18. POST-EMPLOYMENT BENEFIT PLANS (continued)

18.2 North-West University Disability Reserve Fund (continued)

18.2.3 Valuation calculations in terms of IAS 19 (revised) (continued)

The fund's assets consist of investments in the High Equity Portfolio of Advantage Asset Managers and a money market account managed by the North-West University. These investments were selected with the aim of achieving an optimum return, taking into account associated risks.

Plan assets comprise of:	2014		2013	
	R	%	R	%
Equity	43 934 764	58,60%	37 814 520	54,30%
International	18 593 552	24,80%	17 479 640	25,10%
Property	7 872 270	10,50%	6 267 600	9,00%
Bonds	2 624 090	3,50%	4 874 800	7,00%
Cash	1 949 324	2,60%	3 203 440	4,60%
Total Plan Assets	74 974 000	100,00%	69 640 000	100,00%

Expected contributions for the year ending 31 December 2015 are equal to the contributions made in respect of the year ending 31 December 2014, adjusted by any increases in pensionable salaries upon which the contributions are based, and any decisions by the employer regarding the contribution rates.

Movement in liabilities and assets for the period are as follows:	2014	2013
	R	R
LIABILITIES		
Balance as at 1 January 2014	24 818 000	19 339 000
Interest cost	1 956 000	1 250 000
Service cost	1 196 000	0
Benefits paid (net of reinsurance recoveries)	(4 336 000)	(3 124 000)
Actuarial (gain)/loss	2 470 000	7 353 000
Balance as at 31 December 2014	26 104 000	24 818 000
ASSETS		
Fair value as at 1 January 2014	69 640 000	58 942 000
Expected return	5 674 000	4 150 000
Contributions (net of reinsurance premiums)	62 000	3 443 000
Benefits paid (net of reinsurance recoveries)	(4 336 000)	(3 124 000)
Actuarial gain/(loss) on assets	3 934 000	6 229 000
Fair value as at 31 December 2014	74 974 000	69 640 000

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

18. POST-EMPLOYMENT BENEFIT PLANS (continued)

18.2 North-West University Disability Reserve Fund (continued)

18.2.3 Valuation calculations in terms of IAS 19 (revised) (continued)

Based on the above information the actuarial gains/losses were calculated, and under the requirements of IAS19 (revised), recognised in Other Comprehensive Income (OCI):

	2014	2013
	R	R
Remeasurements:		
Actual (gain)/loss due to experience	2 430 000	9 309 000
Actual (gain)/loss due to financial assumption changes	40 000	(1 956 000)
Actuarial (gain)/loss on liabilities	2 470 000	7 353 000
Actual return on assets	9 608 000	10 379 000
Less: Expected return	(5 674 000)	(4 150 000)
Actuarial gain/(loss) on assets	3 934 000	6 229 000
Actuarial (gain)/loss on defined benefit obligations	2 470 000	7 353 000
Return on plan assets (greater)/lower than discount rate	(3 934 000)	(6 229 000)
Total re-measurement effects recognised in OCI	(1 464 000)	1 124 000

The actuary in the service of ABSA Consultants and Actuaries (Pty) Limited is of the opinion that the fund is in a sound financial position, with a surplus of R48,9 million.

18.2.4 Amounts recognised in the statement of comprehensive income:

Current service costs	1 196 000	0
Interest in obligation	1 956 000	1 250 000
Expected return on plan assets	(5 674 000)	(4 150 000)
Reinsurance premiums	5 514 000	4 447 000
Included in surplus or deficit (personnel remuneration)	2 992 000	1 547 000
Included in OCI	(1 464 000)	1 124 000

Movement in the disability reserve fund asset:

Net asset at beginning of year	44 822 000	39 603 000
	4 048 000	5 219 000
Statement of comprehensive income	(1 528 000)	(2 671 000)
Contributions - employer	5 576 000	7 890 000
Net asset at end of year	48 870 000	44 822 000

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

18. POST-EMPLOYMENT BENEFIT PLANS (continued)

18.2 North-West University Disability Reserve Fund (continued)

18.2.5 MORTALITY

The published PA (90) tables for males and females, rated up by 4 years, were used with an additional 3% loading on mortality at each age.

18.2.6 SENSITIVITY ANALYSIS

No sensitivity analysis is shown as this is impracticable to do so.

18.3 Associated Institutions Pension Fund

18.3.1 Of the permanent staff in the relevant staff categories (Potchefstroom and Vaal Triangle campuses), (2014: 0,39% or 13 staff members and 2013: 0,45% or 15 staff members) exercised the option of remaining members of the Associated Institutions Pension Fund (AIPF), which fund is registered in terms of and governed by the Pension Funds Act (Act 24 of 1956 (as amended)). Upon retirement these staff members receive retirement benefits in terms of a defined-benefit plan. The University has a liability to make an additional contribution to the pension fund if the cash flow of the AIPF is inadequate for the payment of the pensions of pensioners. The latest valuation was done on 31 March 2005 and the results show a funding level of 151,4% and a R3 631 million surplus.

18.3.2 The AIPF is administered by the State.

18.3.3 The amount as recognised in the statement of comprehensive income (note 24 – Personnel remuneration) for 2014 is R1 302 232 (2013: R1 374 540).

18.4 NWU provident funds

18.4.1 The NWU provident funds were established on 1 March 1993 and 1 March 1996 respectively. All permanent staff members in the relevant staff categories (Potchefstroom and Vaal Triangle Campuses 2014: 120 staff members and 2013: 137 staff members) contribute to the NWU provident funds. The Registrar of Pensions does not require that a fixed-contribution fund be valued actuarially. The fund is 100% funded because benefits are limited to fixed contributions plus growth. The University has no further obligation towards the funds.

18.4.2 The amount as recognised in the statement of comprehensive income (note 24 – Personnel remuneration) for 2014 is R1 702 249 (2013: R1 720 186).

18.5 Percentage employees who contribute to retirement funds

All active permanent staff members contribute to the North-West University Pension Fund, the AIPF or the NWU provident funds

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

18. POST-EMPLOYMENT BENEFIT PLANS (continued)

18.6 Post-employment medical benefits

18.6.1 In accordance with current staff practice, contributions to the medical aid fund are also made on behalf of retired employees (Potchefstroom and Vaal Triangle Campuses) who had been employed before 1 January 1999.

18.6.2 Valuation calculations in terms of IAS 19 (revised) are done annually and the results of the valuation done on 1 January 2015 are as follows:

	2014 R	2013 R
Most important actuarial assumptions:		
Inflation rate	6,41%	6,45%
Discount rate	8,22%	8,46%
Expected rate at which salaries will increase	7,00%	7,45%
Expected rate at which medical cost will increase	7,41%	7,45%

There are currently no long-term assets set aside in respect of the NWU's post-employment health care liabilities. Therefore, no assumption specifically relating to assets has been made.

	2014 R	2013 R	2012 R	2011 R
Valuation results: 4 years				
Present value of liabilities	169 813 000	167 486 000	167 103 000	132 433 000
Experience adjustments on plan liabilities	6 036 000	8 559 000	(27 895 000)	1 559 000

	2014 R	2013 R
18.6.3 Present value of unfunded liabilities		
Pensioners	117 194 000	110 244 000
Active employees	52 619 000	57 242 000
Liability as shown in the statement of financial position (note 18)	169 813 000	167 486 000

Movement in liabilities as reflected in the statement of financial position:

Balance at beginning of year	167 486 000	167 103 000
Service cost	2 541 000	2 842 000
Interest cost	13 831 000	13 482 000
Actuarial (gain)/loss	(6 036 000)	(8 669 506)
Contributions paid	(8 009 000)	(7 271 494)
Balance at end of year	169 813 000	167 486 000

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

18. POST-EMPLOYMENT BENEFIT PLANS (continued)

18.6 Post-employment medical benefits (continued)

18.6.4 Amounts recognised in the statement of comprehensive income:

	2014	2013
	R	R
Current service cost	2 541 000	2 842 000
Interest in obligation	13 831 000	13 482 000
Included in surplus or deficit (personnel remuneration)	16 372 000	16 324 000
Actuarial gains recognised during the year	(6 036 000)	(8 669 506)
Included in OCI	(6 036 000)	(8 669 506)

Expected contributions to post-employment benefit plans for the year ending 31 December 2015 are R8 757 000.

18.6.5 Sensitivity

It is important to examine how results vary in response to changes in the assumptions used. The sensitivity analysis below illustrates how results change under various alternative assumptions.

Salary/Health-care cost inflation

Assumption	Variation	% change in past-service contractual liability	% change in service cost plus interest cost (contractual liability)
Salary/Health-care cost inflation	+ 1%	+ 12,0%	+ 13,3%
	- 1%	- 10,1%	- 11,1%

Mortality

Assumption	Variation	% change in past-service contractual liability	% change in service cost plus interest cost (contractual liability)
Mortality	+ 1%	- 9,2%	- 9,8%
	- 1%	+ 10,4%	+ 11,0%

Pre-expected retirement age : SA1985-90 light

Post-expected retirement age: PA(90)-2

Resignation rate

Assumption	Variation	% change in past-service contractual liability	% change in service cost plus interest cost (contractual liability)
Resignation	+ 1%	- 1,9%	- 2,6%
	- 1%	+ 2,1%	+ 2,9%

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2014 R	2013 R
19. DEFERRED INCOME		
Deferred income includes state grants.		
Capital projects	102 328 353	136 751 351
	<u>102 328 353</u>	<u>136 751 351</u>
Balance at beginning of year	136 751 351	113 883 364
Subsidy received during the year	70 457 000	73 958 000
Interest capitalised during the year	5 567 433	4 161 843
	<u>212 775 784</u>	<u>192 003 207</u>
Recognised during the year	(110 447 431)	(55 251 856)
Balance at end of year	<u>102 328 353</u>	<u>136 751 351</u>
<u>Presented as follows:</u>		
Non-current liability: Long-term portion	0	10 465 835
Current liability: Short-term portion	102 328 353	126 285 516
	<u>102 328 353</u>	<u>136 751 351</u>
20. TRADE AND OTHER PAYABLES		
Trade creditors	218 296 972	224 977 079
Student fees - credit accounts	88 987 594	69 628 179
VAT	0	1 879 525
	<u>307 284 566</u>	<u>296 484 783</u>
The fair value approximates the carrying amounts.		
21. STUDENT DEPOSITS AND PREPAID INCOME		
Include student-related fees as well as various research and project income received in advance	57 798 368	50 559 791
	<u>57 798 368</u>	<u>50 559 791</u>
The fair value approximates the carrying amounts.		
22. INCOME		
Total income includes the total subsidy, tuition, residence, meal and other student fees, research contract income, interest (including long-term investment income), rental received and consultation income generated by departments.		
Total income also includes Lotto awards, namely:		
Income recognised	1 239 695	2 886 319
Income deferred	<u>748 453</u>	<u>1 988 148</u>
23. STATE APPROPRIATIONS - SUBSIDIES AND GRANTS		
<u>Unrestricted or designated</u>		
Operating purposes	1 251 843 149	1 147 023 247
Redemption of interest and debt	0	115 646
	<u>1 251 843 149</u>	<u>1 147 138 893</u>
Deferred capital subsidy recognised	15 426 050	16 598 830
Total	<u>1 267 269 199</u>	<u>1 163 737 723</u>

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	COUNCIL- CONTROLLED: UNRESTRICTED OR DESIGNATED R	SPECIFICALLY FUNDED ACTIVITIES: RESTRICTED R	STUDENT & STAFF ACCOMMO- DATION: RESTRICTED R	2014 TOTAL R	2013 TOTAL R
24. PERSONNEL REMUNERATION					
Remuneration and fringe benefits	1 486 263 424	54 385 015	32 341 091	1 572 989 530	1 417 412 400
Retrenchment packages	2 921 252	0	0	2 921 252	1 407 318
Accrued leave	36 294 204	0	0	36 294 204	26 194 875
NWU Pension fund	(6 915 410)	(249 324)	(148 266)	(7 313 000)	43 666 000
NWU Disability fund	2 829 332	102 007	60 661	2 992 000	1 547 000
AI Pension fund	1 231 433	44 397	26 402	1 302 232	1 374 540
NWU Provident funds	1 609 702	58 035	34 512	1 702 249	1 720 186
Post-employment medical aid benefits	15 481 894	558 176	331 930	16 372 000	16 324 000
	1 539 715 831	54 898 306	32 646 330	1 627 260 467	1 509 646 319

Annualised Gross Remuneration to Institutional Management

Name	Office held	Basic salary R	Employment benefits R	Other payments / allowances R	Total costs to NWU 2014 R	Total costs to NWU 2013 R
Prof ND Kgwadi	Vice-Chancellor	2 000 464	222 335	614 609	2 837 408	2 118 400
Dr T Eloff *	Vice-Chancellor	2 097 135	335 885	383 371	2 816 391	3 319 187
Prof TJ Mariba	Campus Rector: Vaal Triangle	1 695 288	193 097	473 548	2 361 933	2 151 073
Prof HD van Schalkwyk	Campus Rector: Potchefstroom	1 695 288	192 986	457 480	2 345 754	2 179 017
Prof F van Niekerk	Deputy Vice-Chancellor: Research, Innovation and Technology	1 771 503	22 643	481 636	2 275 782	2 052 715
Prof MJ Oosthuizen	Deputy Vice-Chancellor: Teaching-Learning	1 610 171	184 512	479 996	2 274 679	2 044 924
Prof M Davhana-Maselesele*	Campus Rector: Mafikeng	1 549 063	183 020	408 754	2 140 837	0
Prof MM Verhoef	Institutional Registrar	1 459 382	241 097	439 015	2 139 494	0
Prof IJ Rost *	Executive Director: Finances and Facilities	1 859 687	21 379	206 954	2 088 020	2 160 126
Mr VL Mothobi	Executive Director: Human Capital Development	1 090 043	143 799	352 916	1 586 758	1 374 216
Me PP Mmope	Executive Director: Institutional Advancement	974 873	118 866	336 849	1 430 588	1 315 887
Prof NT Mosia	Institutional Registrar	0	0	0	0	2 359 317
Total		17 802 897	1 859 619	4 635 128	24 297 644	21 074 862

* Management member not in service for full year. Remuneration annualised.

These include annual remuneration, levies, bonuses and in the case of the Vice-Chancellor, housing benefits.

There are no outstanding obligations with regard to management remuneration on year-end.

Refer to note 32 - Related party transactions.

Number of senior staff members 2014: 10 (2013: 10).

	COUNCIL- CONTROLLED: UNRESTRICTED OR DESIGNATED R	SPECIFICALLY FUNDED ACTIVITIES: RESTRICTED R	STUDENT & STAFF ACCOMMO- DATION: RESTRICTED R	2014 TOTAL R	2013 TOTAL R
Other information regarding personnel remuneration					
Provision: accrued leave - increase (note 18)	36 294 204	0	0	36 294 204	26 194 875
Retirement benefit costs	166 617 486	6 007 137	3 572 260	176 196 883	162 512 603
Members' contributions	61 319 772	2 210 790	1 314 689	64 845 251	59 628 481
Council contributions	105 297 714	3 796 347	2 257 571	111 351 632	102 884 122
Senior management remuneration	22 083 264	0	0	22 083 264	20 147 007
For managerial services	22 083 264	0	0	22 083 264	20 147 007

Payments for attendance at meetings of the Council and its Committees

Name	Number of members	2014 R	2013 R
Chair of Council: Honorarium, travel and accommodation expenses	1	63 975	60 846
Chairs of committees: Honorarium, travel and accommodation expenses	7	226 678	180 440
Members of Council: Honorarium, travel and accommodation expenses	35	388 085	216 504
Total		678 738	457 790

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

24. PERSONNEL REMUNERATION (continued)

Exceptional payments - each exceeding in annual aggregate R249 999

Purpose/nature of payment	Name	Office held	2014 R	2013 R
Severance package	Rost, IJ	Executive Director: IM Finance and Facilities	2 412 198	0
Leave gratuity	Eloff, T	Vice-Chancellor: IM	1 128 082	0
Leave gratuity	Prinsloo, PJJ	Consultant: IM Vice-Chancellor	1 000 161	0
Leave gratuity	Rost, IJ	Executive Director: IM Finance and Facilities	949 213	0
Turn over bonus	Jansen Van Rensburg, WJHJ	Money-Market Manager: IM Money Market	813 283	750 782
Settlement agreement	Makalakalane, TA	Coach: MC Soccer Institute	698 275	0
Leave gratuity	Pienaar, GJ	Professor: PC Law Undergraduate Programmes	640 482	0
Leave gratuity	Kruger, FJ	Director: Legal Services IM Legal Services	572 750	0
Leave gratuity	Kotze, HN	Head: Student Guidance Service PC Student Counselling Services	526 326	0
Leave gratuity and bonus	Swanepoel, CJ	Temp Lecturer: PC School of Computer Statistical and Mathematical Sciences	445 580	0
Leave gratuity and bonus	Van Niekerk, EH	Medical Pensioners Group 1: IM Pensioners and Overheads	443 803	0
Leave gratuity	Richter, BW	Associate Professor :PC School for Natural Science and Technology for Education	423 792	0
Leave gratuity	Juyn, A	Chief Director: IM Information Technology	400 569	0
Leave gratuity and bonus	Paadi, RD	Manager: Facilities MC	396 383	0
Leave gratuity	Schutte, JJ	Senior Human Resources Specialist: IM HC Remuneration and Organisation Design	395 249	0
Leave gratuity and bonus	Kalule-Sabiti, I	Temp Professor: MC Demography; Population and Development Studies	382 089	0
Leave gratuity and bonus	Booyens, JM	Lecturer: PC Communication	376 433	0
Leave gratuity and bonus	Isabirye, D	Temp Professor: MC Chemistry	374 442	0
Leave gratuity	Strydom, H	Professor: PC Social Work	374 117	0
Leave gratuity and bonus	Viljoen, AM	Medical Pensioners Group 1: PC Pensioners and Overheads	371 080	0
Leave gratuity and bonus	Godji, LJK	Temp Lecturer: MC Management	368 369	0
Leave gratuity	Butow, H	Director: PC PUK Arts	368 054	0
Leave gratuity	Schoeman, CB	Professor: PC Town and Regional Planning	358 688	0
Leave gratuity	Moller, PL	Senior Lecturer: VTC School of Basic Sciences	332 713	0
Leave gratuity and bonus	Laubscher, PJ	Medical Pensioners Group 1: PC Pensioners and Overheads	324 079	0
Leave gratuity	Nkonde, MM	Temp Library Assistant: MC Library	319 611	0
Leave gratuity	Kilian, P	Senior Lecturer: PC School of Accounting Sciences	315 921	0
Leave gratuity	Kirstein, CF	Senior Lecturer: PC Curriculum Studies; Philosophy and Research Methodology	315 085	0
Leave gratuity	Engels, AS	Director: PC Protection Services	311 592	0
Leave gratuity	Hlophe, MR	Associate Professor: MC Chemistry	292 236	0
Leave gratuity	Lamprecht, JC	Senior Lecturer: PC Clinical Pharmacy	285 035	0
Severance package	Dr I Tufvesson	Executive Advisor : IM Vice-Chancellor	0	1 229 094
Leave gratuity	Mr GH Gopane	Pension and Insurance Officer : MC Human Resources	0	1 113 941
Leave gratuity	Prof PC Van Der Westhuizen	Professor : PC Education Management Leadership	0	562 269
Leave gratuity	Prof NT Mosia	Registrar : IM	0	503 606
Leave gratuity	Prof CDP Meyer	Associate Professor : PC Recreation Science	0	431 769
Leave gratuity	Dr SR Van Der Walt	Director : Innovation IM Technology Transfer and Innovation Support	0	430 195
Arbitration award	Mrs M Van Staden	Manager : IM Institutional Governance and Secretariat Services	0	395 000
Leave gratuity	Prof MJ Mosoge	Associate Professor : PC Education Management Leadership	0	368 004
Leave gratuity	Prof P Rankin	Associate Professor : PC Social Work	0	327 193
Leave gratuity	Mr PT Mpete	Programme Manager : MC Graduate School Postgraduate Division	0	320 065
Leave gratuity	Prof W Scholtz	Professor : PC Law Undergraduate	0	309 757
Leave gratuity	Dr HN Ncala	Senior Lecturer : MC Sociology and Indigenous Knowledge Studies (IKS)	0	284 448
Publication Award IREA	Prof OI Oladele	Professor : MC School of Agricultural Sciences	0	278 220
Leave gratuity	Prof SJ Van Der Merwe	Associate Professor : MC Arts, Theology and Philosophy	0	268 900
Leave gratuity	Ms ST Mokgoro	Senior Councillor : MC Health Care Centre	0	262 906
Ad Hoc Claim	Prof M Nel	Temp Coordinator : PC Unit for Open Distance Learning	0	254 906
Total			16 715 689	8 091 055

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	COUNCIL- CONTROLLED: UNRESTRICTED OR DESIGNATED R	SPECIFICALLY FUNDED ACTIVITIES: RESTRICTED R	STUDENT & STAFF ACCOMMO- DATION: RESTRICTED R	2014 TOTAL R	2013 TOTAL R
25. OTHER CURRENT OPERATING EXPENSES BY NATURE					
Allowance for credit losses: Accounts receivable (note 14)	36 573 690	0	2 814 143	39 387 833	50 652 790
Bad debts recovered	(10 730 017)	0	0	(10 730 017)	(9 198 883)
Inventory written off (note 13)	1 152 608	0	163 762	1 316 370	1 461 077
Foodstuffs (Residence and Catering Services)	0	0	164 880	164 880	152 784
Publications and study materials	1 106 066	0	0	1 106 066	1 299 253
Other consumables	46 542	0	(1 118)	45 424	9 040
Audit remuneration	2 946 727	53 420	11 500	3 011 647	1 969 930
Audit fees	2 499 577	53 420	11 500	2 564 497	1 548 244
Other costs	447 150	0	0	447 150	421 686
Services outsourced	44 421 340	10 663	18 090 513	62 522 516	52 901 382
Rent: Buildings	3 176 192	1 146 984	12 850 330	17 173 506	12 573 783
Rent: Equipment	4 517 488	643 073	415 291	5 575 852	21 870 326
Maintenance	138 969 115	6 767 074	21 420 241	167 156 430	158 634 500
Bursaries	165 539 704	23 764 694	0	189 304 398	152 146 639
Goods and services - other	499 157 835	156 034 702	142 631 375	797 823 912	797 518 433
	<u>885 724 682</u>	<u>188 420 610</u>	<u>198 397 155</u>	<u>1 272 542 447</u>	<u>1 240 529 977</u>
26. INVESTMENT INCOME					
26.1 Operating income (short-term investment income)	99 822 461	5 980 259	0	105 802 720	108 785 720
Interest	91 169 079	5 980 259	0	97 149 338	100 168 881
Rental received (investment properties - note 7)	8 653 382	0	0	8 653 382	8 616 839
Long-term investment income	11 401 894	0	0	11 401 894	11 064 309
Interest	5 839 745	0	0	5 839 745	6 091 296
Dividends (listed investments)	5 562 149	0	0	5 562 149	4 973 013
	<u>111 224 355</u>	<u>5 980 259</u>	<u>0</u>	<u>117 204 614</u>	<u>119 850 029</u>
26.2 Realised profit on disposal of investments	6 014 798	0	0	6 014 798	5 120 855
Available-for-sale investments	5 486 197	0	0	5 486 197	4 884 866
Financial instruments at fair value through profit or loss	528 601	0	0	528 601	235 989
	<u>6 014 798</u>	<u>0</u>	<u>0</u>	<u>6 014 798</u>	<u>5 120 855</u>
26.3 Total per statement of cash flows					
Total interest received	111 677 004	5 980 259	0	117 657 263	119 997 871
Total dividends received	5 562 149	0	0	5 562 149	4 973 013
	<u>117 239 153</u>	<u>5 980 259</u>	<u>0</u>	<u>123 219 412</u>	<u>124 970 884</u>
27. FINANCE CHARGES					
Long-term loans (note 17)	7 552 264	0	0	7 552 264	9 078 259
Bank account	3 889	0	0	3 889	21 719
Exchange differences	(554)	0	0	(554)	139
Other	(346 638)	(110 958)	6 288 833	5 831 237	8 171 341
	<u>7 208 961</u>	<u>(110 958)</u>	<u>6 288 833</u>	<u>13 386 836</u>	<u>17 271 458</u>

No amount were capitalised on qualifying assets for 2014 (2013: No amount capitalised).

28. CAPITAL EXPENDITURE EXPENSED

Included in capital expenditure that have been expensed are library books and related expenses in the amount of R39 962 304 (2013: R40 173 074).

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2014 R	2013 R
29. RECONCILIATION OF NET SURPLUS/(DEFICIT) TO CASH GENERATED FROM OPERATIONS		
Net (deficit)/surplus for the year	(81 205 771)	37 504 069
Adjusted for:		
Allowance for credit losses: Trade and other receivables (note 14)	39 387 833	50 652 790
Depreciation (note 6 and 7)	128 609 938	111 689 574
Amortisation charges (note 8)	1 245 827	1 245 827
(Profit) on disposal/write-off of assets - PPE	(217 574)	(15 470 173)
Increase in retirement benefit obligations (note 18)	188 768 204	39 136 381
(Decrease)/increase in deferred income (note 19)	(34 422 998)	22 867 987
(Increase)/decrease in deferred income tax assets (note 35)	(23 810)	14 080
Investment income (note 26)	(123 219 412)	(124 970 884)
Finance charges (note 27)	13 386 836	17 271 458
Proceeds of equity-accounted investees	(34 092)	(76 095)
Adjustments i.t.o. IAS 39 (AC 133)	(92 767)	(1 508 246)
Capital market	(616 704)	(787 005)
ALSI future contracts	523 937	(721 241)
Operating surplus before changes in operating capital	132 182 214	138 356 768
Changes in operating capital	2 716 451	(70 664 081)
Decrease/(increase) in inventories	4 615 361	(2 808 725)
(Increase)/decrease in trade and other receivables	(19 731 540)	(105 963 879)
(Increase)/decrease in income tax receivable	(164 770)	0
Increase/(decrease) in trade and other payables	10 799 782	40 810 011
Increase/(decrease) in income tax payable	(40 959)	37 249
Increase/(decrease) in student deposits and prepaid income	7 238 577	(2 738 737)
Cash flows from operating activities	134 898 665	67 692 687
30. COMMITMENTS		
CAPITAL COMMITMENTS		
The following commitments not recognised in the statement of financial position existed on 31 December 2014 with regard to capital expenditure approved but not yet completed or carried out:		
Buildings	146 539 884	220 805 725
This expenditure will be financed with internal and external funds.		
OPERATING LEASES		
The future aggregate minimum lease payments under non-cancellable operating leases are as follows:		
Payable within 1 year	13 889 486	11 837 654
Payable within 2 to 5 years	25 006 646	36 883 132
Payable after 5 years	0	0
	38 896 132	48 720 786

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

31. LEGAL MATTERS

Legal matters can rarely be linked to a time frame due to the nature there-of.

- 31.1 An amount of approximately R2 700 000 is claimed from the University in respect of alleged non-payment in terms of a service contract. The claim is disputed on the basis that the amount in question had in fact been paid. The University has a strong case and the risk factor is relatively low.
- 31.2 The University is involved in a contractual dispute in which an amount of R231 155 is claimed by the other party. This action is opposed by the University on the basis that the plaintiff failed to fully comply with its obligations. It is not possible to assess the risk at this point in time, but it is submitted that the prospect of the University successfully warding off the claim, can be rated as 60%.
- 31.3 A former employee claims an amount of R300 000 for damages that he had purportedly suffered as result of alleged malicious prosecution by the University involving theft of stolen money. The University is opposing the court action brought against it and the prospects of refuting the claim is rated as good.
- 31.4 A former employee who had not been re-employed after the expiry of his probation period has approached the CCMA for relief, claiming two years' salary amounting to R1 200 000. The proceedings are still pending. The employee's prospects for an award in that amount are slender. Pending on the outcome of the proceedings, he may only be awarded six months' salary at most, amounting to R300 000.
- 31.5 Pursuant to a legal audit at institutional level, it appeared that a particular faculty within the University had presented an unaccredited academic program in collaboration with an outside party. The co-operation agreement was summarily cancelled by the acting institutional registrar, but the University remains at risk in that it may face legal action for damages by affected candidates who have completed the study and were awarded certificates bearing the University's logo. The risk factor is rated as high, but it is not possible to estimate the financial exposure at this point in time. The matter has been reported to the University's public liability insurers.
- 31.6 A student of the Mafikeng campus whose application for academic credits pursuant to previous studies at another University had been refused, is claiming damages from the University in the amount of R10 500 000 (ten million five hundred thousand rand) for loss of alleged past and future income including loss of competitive advantage, as well as R450 000 (four hundred and fifty thousand rand) for general damages. These claims have probably become prescribed in terms of the Prescription Act and are being contested by the University accordingly. The risk factor is rated as low, inter alia in view of the prescription factor. The matter is enrolled for hearing in the Mafikeng High Court on 17, 18 and 19 March 2015. The matter has been reported to the University's public liability insurers and are kept abreast of developments.
- 31.7 Two employees who have been suspended pursuant to disciplinary proceedings against them, contend that the suspension was unfair and are both claiming 6 months' salary in the CCMA, totaling an amount of ± R800 000 for the two of them. Their prospects of success are slender and are rated (1 out of 10).

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

32. RELATED-PARTY TRANSACTIONS

Included in unlisted investments – available-for-sale – are entities that do not qualify as an investment in equity-accounted investees which are related parties (refer to note 9.1).

Refer to note 9.3 for disclosure of subsidiaries.

Refer to note 10 for disclosure of equity-accounted investees.

Seeing that the North-West University Pension Fund and the Associated Institutions Pension Fund are both post-employment benefit plans for the benefit of the employees of the University, these funds are considered related parties (refer to notes 18.1, 18.2 and 18.3).

The national Department of Higher Education and Training has a significant influence on the University and is therefore also considered a related party (refer to note 23).

Compensation of Institutional Management is considered related-party transactions. Refer to note 24 for disclosure of remuneration.

All transactions with related parties are transactions at arm's length and consist of sales of goods and services. These have been eliminated on consolidation.

33. EVENTS AFTER THE REPORTING PERIOD

Events after the reporting period are those events that occur between the reporting date and the date on which the financial statements are approved to be issued, and are accounted for as follows: the financial statements are adjusted as necessary with regard to events that provide further proof of circumstances existing on the reporting date and/or information that is only mentioned by way of a note if the events are evidence of circumstances that arose after the reporting date.

No material facts or circumstances affecting the financial position arose between the reporting date and the date of approval of this report.

34. NUMBER OF EMPLOYEES

The number of permanent employees and term employees with benefits totalled 3 553 on 31 December 2014 (2013: 3 341).

35. INCOME TAX / DEFERRED TAXATION

The University is currently still exempt from normal SA Income Tax in terms of Section 10(1)(cA) of the Income Tax Act, and consequently also from the provision for any deferred taxation.

Other comprehensive income (OCI) relating to the University is therefor also exempt from taxation.

As a result of the consolidation of Zingaro Trade 9 (Pty) Ltd (sold during 2014), Molopo Sun (Pty) Ltd and OpenCollab (Pty) Ltd, which are not exempted from tax, a tax liability is shown with regard to tax currently payable, based on taxable profit for the year. Tax is calculated at 28% for 2014 (2013: 28%). Deferred tax is applicable to OpenCollab (Pty) Ltd.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

35. INCOME TAX / DEFERRED TAXATION (continued)

	2014	2013
	R	R
Income tax expense		
Current tax	656 292	894 463
- current tax	697 941	889 548
- prior year tax	(41 649)	0
- penalty	0	4 915
Deferred tax	(23 810)	14 080
- current tax	(23 810)	14 080
Total income tax expense	632 482	908 543
Tax reconciliation		
Profit / (loss) before tax	(80 573 289)	38 412 611
Unrecognised losses		
- loss not recognised	4 829 684	0
- loss utilised	(58 202)	(1 180 185)
Exempt income	78 170 615	(34 025 440)
Non-deductible expenses	38 803	77 704
Prior year tax	(148 746)	(39 893)
Taxable income	2 258 865	3 244 797

Total unrecognised tax losses to the amount of R22 493 135 are carried forward for 2014 (2013: R23 422 462).

Deferred tax		
Opening balance	48 136	62 216
Movement	23 810	(14 080)
Closing balance	71 946	48 136



[REPORT OF THE AUDIT COMMITTEE, RISK AND COMPLIANCE COMMITTEE]

This is the audit report of the Audit, Risk and Compliance Committee ('ARCC') of the North West University ('NWU') for the year ended 31 December 2014, in compliance with the new Regulations for Annual Reporting for HE institutions (2014).

MEMBERSHIP AND COMPOSITION

The audit committee members are appointed for a period of three years by the NWU Council. All members are independent and financially literate. The members of the committee during 2014 were Ms M Claassens (chairperson), Mr T Plaatjie, and Adv J Kruger (until September 2014). The committee was advised by two independent financial experts, Ms HS Fourie and Dr K van der Walt.

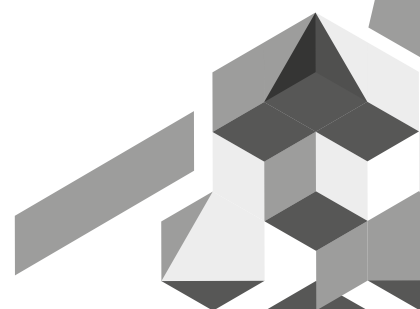
The representatives of the external auditors are required to be in attendance at committee meetings, as are Prof ND Kgwadi (Vice-Chancellor), Prof IJ Rost (Executive Director: Finance and Facilities) and Ms M van der Merwe (Director: Internal Audit). Prof M Verhoef (Institutional Registrar and secretary to Council) served as ex officio members.

The membership for the 2014 year and the number of meetings held and attended are reflected below:

Members	Academic qualifications	External / Internal	Terms of office	Number of meetings held	Attendance of members
Ms M Claassens	CA (SA) Registered Auditor	External	2012 - 2015 (2)	4	4
Mr T Plaatjie	BA	External	2012 - 2015 (1)	4	0
Dr K van der Walt	CA (SA) Registered Auditor	External	2014 – 2017(1)	3	2
Ms H Fourie	CA (SA) Registered Auditor	External	2012 – 2015(2)	4	4
Adv TJ Kruger (until September 2014)	LL.B; LL.M	External	2011 – 2014(1)	2	2

MANDATE

The ARCC revised its mandate during 2014 to better reflect its alignment with the governance structure prescribed in the Higher Education Act, as well as the guidelines set by the King Report on Corporate Governance (King III).



The ARCC's overall purpose is to assist the Council in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the risk management process, the audit process, and the University's process for monitoring compliance with laws and regulations and the code of conduct.

DUTIES CARRIED OUT

The committee has performed its duties and responsibilities during the financial year according to its charter by overseeing the Institutional Management's role in creating and maintaining a proper risk management process and in creating an effective control environment in the University/institution and by ensuring that Institutional Management demonstrates and stimulates the necessary respect for the internal control structure.

The committee regularly engaged with personnel from Internal Audit, the Finance Department, Senior Management and Council.

During the year under review the committee assessed the processes implemented by the NWU to:

- safeguard the University's assets;
- maintain adequate accounting records;
- develop and maintain an effective system of internal control; and
- oversee risk management and compliance processes.
- Internal Audit

During 2011 an external assessment was done by KPMG of the Internal Audit function. The ARCC placed reliance on this work and its findings. In addition to this, the committee received regular reports from Internal Audit on its rolling plans and the result of their work. The chair of the ARCC also has regular meetings with the head of Internal Audit to discuss significant investigations, and areas of risk. The internal audit function is robust, independent and led by a strong, principled individual.

The Internal Audit function aligns its functions in conformance with the International Standards for Professional Practice of Internal Auditing.

EXTERNAL AUDIT

During the 2014 calendar year PwC was still the appointed audit firm. Due to the length of time that they have served in this capacity, the external audit function had to go out on tender. After following proper processes, and focusing on sufficient skills in the Higher Education sphere, independence and costs, KPMG was appointed as external auditors for the 2014 integrated report.

The committee considered their independence to be in order by taking the following into account:

- representations made by KPMG to the committee;
- the auditors did not, except as external auditors or in rendering permitted non-audit services, receive any remuneration or other benefit from the NWU;
- the auditors' independence was not impaired by any consultancy, advisory or other work undertaken;
- the auditors' independence was not prejudiced as a result of any previous appointment as auditors; and
- the criteria specified for independence by the Independent Regulatory Board for Auditors and international regulatory bodies.

FINANCIAL FUNCTION

The committee:

- considered the appropriateness of the experience and expertise of the Chief Financial Officer and concluded that this was appropriate;
- considered the expertise, resources and experience of the finance function and concluded that these were appropriate; and
- considered the financial controls to be effective.



ANNUAL FINANCIAL STATEMENTS

The committee:

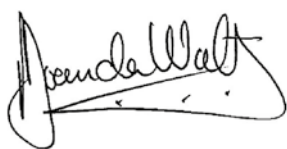
- confirmed, based on management's review, that the annual financial statements were prepared on the going concern basis;
- examined the annual financial statements and other financial information made public, prior to their approval by the Council;
- considered accounting treatments, significant or unusual transactions and accounting judgments;
- considered the appropriateness of accounting policies and any changes made;
- reviewed the representation letter relating to the annual financial statements signed by management;
- considered any problems identified as well as any legal and tax matters that could materially affect the financial statements; and
- met separately with management, external audit and internal audit and satisfied themselves that no material control weakness exists.

REPORTS TO COUNCIL

The ARCC reports, as a standing item, to Council on their statutory duties, activities performed, major findings of internal audit, communication and engagement with external audit, risks arising that Council should be aware, as well as to the importance of certain compliance matters.

INTEGRATED REPORT

- Following the review by the committee of the integrated report of the North-West University for the year ended 31 December 2014, the committee is of the view that, in all material respects, it complies with the relevant provisions of the Higher Education Act and International Financial Reporting Standards and fairly presents the financial position at that date and the results of its operations and cash flows for the year.
- Having achieved its objectives for the financial year, the committee recommended the integrated report for the year ended 31 December 2014 for approval to the Council.



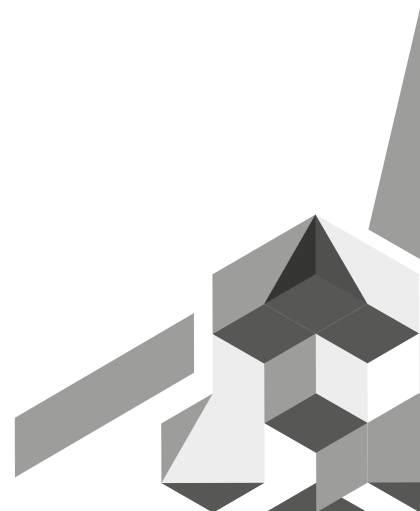
MR PJ VAN DER WALT
CHAIRPERSON OF COUNCIL
(until 23 September 2014)



MS I POOLE
CHAIRPERSON OF COUNCIL
(from 23 September 2014 to
18 November 2014)



MS M CLAASSENS
CHAIRPERSON: AUDIT, RISK AND
COMPLIANCE COMMITTEE



[REPORT ON TRANSFORMATION]

The Transformation Charter adopted by Council and ratified by Senate in May 2012 states that “Transformation is inextricably connected to issues of justice, culture, performance indicators, communal wellbeing, excellence, relevance, etc, as well as to the wider concept of being responsive to environmental and political changes, and being relevant to the current needs of the communities we serve”.

Ten transformation goals were adopted and from mission element one of the NWU’s Institutional Plan. The first element is to mainstream transformation so that it becomes a measurable aspect of university operations. This has been achieved by embedding transformation targets and imperatives in the performance management system of the university, by reporting regularly on transformation activities and achievements, and by including training on transformation in the orientation programme for new managers.

Access as a transformation goal refers to increased and broadened access in line with the enrolment plan and the student diversity targets set by Council. Steady progress was made in 2014 in moving towards these targets. Remaining challenges are the lack of adequate financing options for students who cannot afford to study and the relative scarcity of first-time entrants who performed adequately in mathematics and science at school level. The provision of extended programmes on the Mafikeng and Vaal Triangle campuses and the UnivPrep programme, which aims to equip under-prepared students for university study, form the backbone of transformation activities to promote access.

Alignment as a transformational activity seeks to ensure that the programme offerings are optimally aligned across the campuses of the university to support coherence of curriculum and standards. To this end, work continued on the Higher Education Qualifications Sub-Framework process. *[See Report of Senate under the heading Progress with the Higher Education Qualifications Sub-Framework (HEQSF) Alignment Project for more details]*

In the case of diversity, the goal is to promote diversity in all its forms within the context of a unitary multi-campus university. Robust debate and engagement has been encouraged by the Office of the Vice-Chancellor especially within the context of strategy formulation for the future. Diversity as a goal should be carefully balanced against the need to promote unity at the university.

Equity is about ensuring that historically entrenched forms of discrimination are eliminated. This imperative stems from the history of the university and the country and seeks to ensure that participation is meaningfully enhanced by developing staff and striving to achieve employment equity targets. Progress remains slow and efforts to enhance equity among staff at the university must be accelerated. Initiatives that promote equity are the Growing our own timber initiatives and the capacity building fund. *[See Report of the Vice-Chancellor under the headings Extent to which equity targets have been met and Growing our own timber for more details]*

An inclusive institutional culture is envisaged through the transformation goal of increasing unity across the university.



The values of the NWU drive efforts to build a sense of unity of purpose and establish an inclusive culture, which is a particularly challenging task given the geographical distances between the campuses. The university community used the 10-year celebrations in 2014 as an opportunity to enhance unity.

Quality is included as a transformation goal, reflecting the conviction that the university must constantly innovate in all its activities to remain relevant and competitive and achieve its mission in a challenging environment. The university engages in improvement through a programme of internal and external academic programme reviews as well as peer reviews of support services. *[See Report of the Vice-Chancellor under the heading Quality Management for more details]*

Systemic and organisational imbalances are addressed through the transformation goal of redress. The NWU's physical infrastructure and maintenance plan demonstrates its commitment to redressing historical imbalances. Another key focus was on using procurement activities to promote broad-based black economic empowerment. In 2014, the university was certified as a Level 4 contributor to B-BBEE. *[See Report of the Vice-Chancellor under the heading Finances for more details]*

Resource allocation as a transformation goal is about achieving greater strategic alignment of the budget to organisational goals and targets. Some progress was made in 2014 in refining the budgeting process and this work will continue in 2015 to ensure greater alignment and demonstrable linkages between strategy and budget.

The student experience goal aims to enhance the experience of students at the campuses and establish a balance between academic, socio-cultural and sporting activities. The NWU experienced challenges at the commencement of the 2014 academic year when some unacceptable initiation activity took place. Council moved swiftly to investigate this and to ensure that the orientation programmes were enhanced through human rights training.

Success as a goal was tested in a major, internationally led evaluation of the extent to which the university had achieved its merger objectives and mission elements in the first 10 years after the merger.

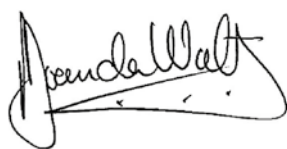
The evaluation panel commended the following achievements of the university:

1. Building of research capacity and technology transfer activities
2. Involvement in local and regional development and community engagement
3. Financial management and financial stability.

At the same time, the panel recommended that the following challenges be given attention:

1. Student access and social integration
2. The equity profile of academic and senior administrative staff of the university
3. Adverse issues of institutional culture, and
4. The effect of the language policy on access.

The panel said teaching and learning should be given equal prominence and rewards. The governance framework and management model needed to be revisited to develop an integrated culture and steering capacity across the university. The research ambitions of the university needed to be revisited to ensure alignment with its regional and national context. All of these inputs will be considered in the context of the development of a new strategy for the university in 2015.



MR PJ VAN DER WALT
CHAIRPERSON OF COUNCIL
(until 23 September 2014)



MS I POOE
CHAIRPERSON OF COUNCIL
(from 23 September 2014 to
18 November 2014)



PROF ND KGWADI
VICE-CHANCELLOR



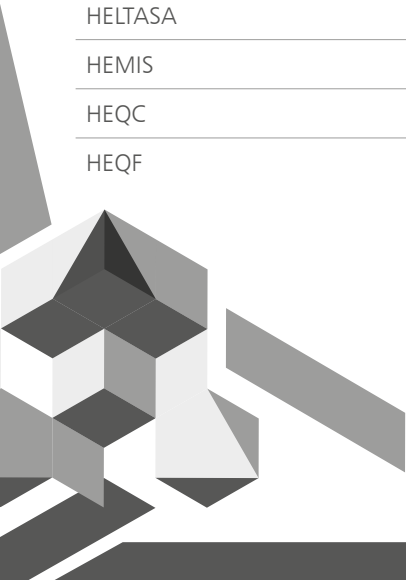


[LIST OF ABBREVIATIONS AND TERMS USED IN THIS REPORT]

@NWU	The daily notice for NWU staff (not an abbreviation)
A	
ADS	Academic Development and Support
Artéma	Arts Management and Administration
AUTHeR	African Unit for Transdisciplinary Health Research
B	
B-BBEE	Broad-based Black Economic Empowerment
BMI	Business Mathematics and Informatics
BODOCOL	Botswana College of Distance and Open Learning
Boloka	Institutional library repository
BTMG	Bridging The Mathematical Gap
C	
CCDP	Centre for Continuing Professional Development
CCMA	The Commission for Conciliation, Mediation and Arbitration
CEN	Centre of Excellence for Nutrition
CEO	Chief Executive Officer
CFF	Campus Fundraising Forum
CHELSA	Committee of Higher Education Librarians of South Africa
Compress	Community Psychosocial Research
CSI	Corporate Social Investment
CSIR	Council for Scientific and Industrial Research
CSRC	Campus Student Representative Council
CTA	Cherenkov Telescope Array
CV	Curriculum Vitae



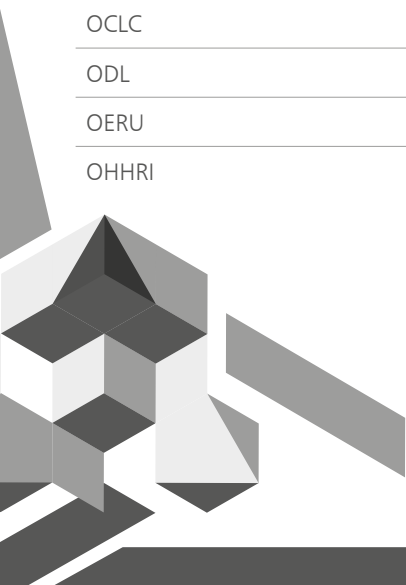
D	
DHET	Department of Higher Education and Training
DRKKRC	Dr Kenneth Kaunda Resource Centre
DST	Department of Science and Technology
DTEA	Distinguished Teaching Excellence Award
DVC	Deputy Vice-Chancellor
E	
Edu-Hrights	Education and Human Rights in Diversity
eFundi	The NWU's e-learning management system
EI	Educational Interpreting
Eish!	The NWU's internal staff magazine (not an abbreviation)
EPE	External Programme Evaluation
ETDP SETA	Education, Training and Development Practices Sector Education and Training Authority
ETEA	Emerging Teaching Excellence Award
EU	European Union
EWP	Enterprising Women Programme
Exco	Executive Committee
F	
FAST	Faculty of Agriculture, Science and Technology
FCCD	Forum for Continuous Community Development
FEDANSA	Federation of Dance Sport South Africa
FinOPS project	Project known as Optimisation of the Financial Management and Administration Function
FTE	Full-Time Equivalent
G	
GOOT	Growing Our Own Timber
H	
HART	Hypertension in Africa Research Team
HC	Human Capital
HCEE	Human Capital Employment Equity Committee
HEAIDS	Higher Education HIV/AIDS Programme
HELTASA	Higher Education Learning and Teaching Association of South Africa
HEMIS	Higher Education Management Information System
HEQC	Higher Education Quality Committee
HEQF	Higher Education Qualifications Framework



HEQSF	Higher Education Qualification Sub-Framework
HESA	Higher Education South Africa
HETN	Higher Education Transformation Network
HIV	Human Immunodeficiency Virus
HPC	High Performance Computing
HySA	Hydrogen South Africa
I	
ICAR-US	The values of the NWU: integrity, commitment, accountability, respect
ICAS	Independent Counselling and Advisory Services
ICAS	Institutional Committee for Academic Standards
ICAS	Institutional Curriculum Administration System
ICNL	Institutional Course for New Lecturers
ICT	Information and Communications Technology
ICTL	Institutional Committee for Teaching and Learning
IDC	Industrial Development Corporation
IDP	Integrated Development Plans
IDU	Software program that was introduced as a budgeting and reporting tool
IEASA	International Education Association of South Africa
IELOL	Institute for Engaged Leaders in Online Learning
IF	Institutional Forum
IFRS	International Financial Reporting Standards
IGCC	Institutional Green Campus Committee
IHWCC	Institutional Health and Wellness Coordinating Committee
IKS	Indigenous Knowledge Systems
INSINQ	Quality in Nursing and Midwifery (research focus area on the Potchefstroom Campus)
IP	Institutional Plan
IPC	Institute for Psychotherapy and Counselling
IPE	Internal Programme Evaluation
ISRC	Institutional Student Representative Council
IT	Information Technology
ITC	Initial Test of Competency
ITEA	Institutional Teaching Excellence Awards
K	
KFS	Kuali Financial System



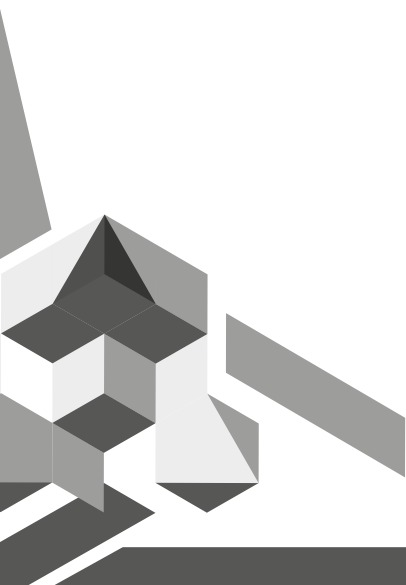
L	
LED	Local Economic Development
LIASA	Library and Information Association of South Africa
LibQual	International Library Quality evaluation
LMS	Learning Management System
LUMS	Land Use Management System
M	
MACE	Marketing, Advancement and Communication in Education
MASARA	Musical Arts in South Africa: Resource and Applications
MaSIM	Material Science Innovation and Marketing (research focus area on the Mafikeng Campus)
MC	Mafikeng Campus
MIS	Management Information Systems
MOOC	Massive Open Online Course
MoU	Memorandum of Understanding
MPA	Master's in Public Administration
MUSA	Medicine Usage in South Africa
MuST	Multilingual Speech Technology
N	
NDP	National Development Plan
NEHAWU	National Education, Health and Allied Workers Union
NGO	Non-Governmental Organisation
NIPMO	National Intellectual Property Management Organisation
NQF	The National Qualifications Framework
NRF	National Research Foundation
NSC	National Senior Certificate
NSFAS	National Student Financial Aid Scheme
NWHET	North West Higher Education Trust
NWU	North-West University
NWU & U	The NWU's alumni publication
O	
OCLC	Online Computer Library Centre
ODL	Open Distance Learning
OERU	Open Educational Resources University
OHHRI	Occupational Hygiene and Health Research Initiative



OHS	Occupational Health and Safety
OLC	Online Learning Consortium
OPAC	Online Public Access Catalogue
OPTENTIA	A research focus area on the Vaal Triangle Campus focusing on positive psychology at work
OWL	Online Writing Laboratory
P	
PAIA	Promotion of Access to Information Act
PALAR	Participatory Action Learning and Action Research
PharMaCen	Centre of Excellence for Pharmaceutical Sciences
PhASRec	Physical Activity Sport and Recreation
PLP	Private Cabel Promotions
POPI	Protection of Personal Information
Q	
QEP	Quality Enhancement Project
R	
RDA	Resource Description and Access
RMB	Rand Merchant Bank
S	
SA	South Africa
SAAPAM	South African Association of Public Administration Management
SABPP	South African Board for People Practices
SAFA	South African Football Association
SAHECEF	South African Higher Education Community Engagement Forum
SAHELA	South African Higher Education Analytics
SANBS	South African National Blood Service
SAQA	South African Qualifications Authority
SAWHAR	South African Water History Archival Repository
SCD	Student Counselling and Development
SCECSAL	Standing Conference of the Eastern, Central and Southern African Library Associations
SDL/TELHE	Self-Directed Learning, Technology Enhanced Learning in Higher Education
SENEX	Executive Committee of Institutional Senate
SET	Science, Engineering and Technology
SEWT	Saving the Environment by Working Together
SGI-SA	Serious Games Institute of South Africa



SHARE	Electronic Records Management System
SI	Supplemental Instruction
SIG	Special Interest Group
SMART	Acronym referring to Student-directed learning, Learning Management, Assessment, a Responsive and Tracking as a tool for learning analytics
SMP	Study Material Production
SMS	Short Message System
SOC	Student Oversight Committee
SoTL	Scholarship of Teaching and Learning
SRC	Student Representative Council
STEFI	Short-term Fixed-interest-bearing Index
STI	Sexually Transmitted Infections
T	
TAG/TALL	Test for Academic Literacy
TEA	Teaching Excellence Award
TEL	Technology Enhanced Learning
TFT	Teaching Further Training
THRIP	Technology and Human Resources for Industry Programme
TIA	Technology Innovation Agency
TLT	Teaching and Learning Technology
TRADE	Trade and Development (a research focus area on the Potchefstroom Campus)
TREES	Tourism Research in Economic Environs and Society



U	
UCT	University of Cape Town
UNISA	University of South Africa
Universum	It is the global leader in employer branding and delivers a full range of services in research, strategic consulting and communication.
UnivPrep	University Preparatory Programme
UODL	Unit for Open Distance Learning
UPSET	Understanding and Processing Language in Complex Settings
USA	United States of America
USSA	University Sports South Africa
V	
VAT	Value Added Tax
VC	Vice-Chancellor
VSS	Varsité Student System
VTC	Vaal Triangle Campus
W	
WiFi	A popular technology that allows an electronic device to exchange data wirelessly (using radio waves) over a computer network, including high-speed internet connections.
WIL	Work Integrated Learning
WorkWell	Research Unit for Economic and Management Sciences
WWIS	Worldwide Information Services
Y	
YEBO	Young Entrepreneur Business Organisation

